



The National Insurance Buyer

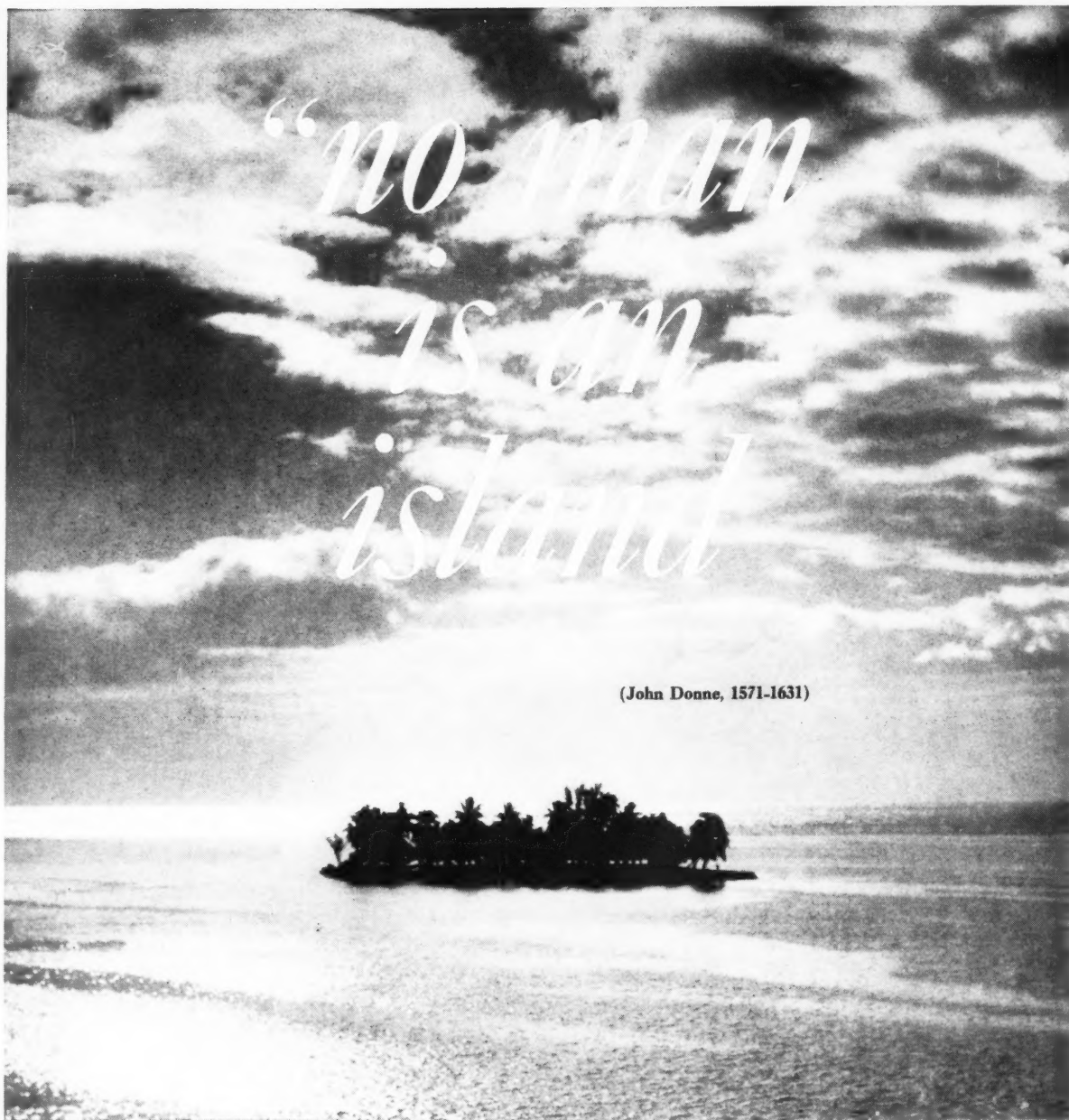
CORPORATE INSURANCE MANAGEMENT

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Main Library—The Ohio State University, Columbus, Ohio

AMERICAN SOCIETY OF INSURANCE MANAGEMENT, INC.



(John Donne, 1571-1631)

entire of itself..." Neither can a business organization expect to exist in tranquil isolation, undisturbed by forces that may wash up against it.

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Linda Burke, Editor

Eight West Fortieth Street, New York 18, N. Y.

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The Twelfth Annual Insurance Conference at The Ohio State University, sponsored by The College of Commerce and Administration in cooperation with many organizations (see pages 28 through 33) among which is The American Society of Insurance Management, Inc. and its chapters of Region Four: Central Illinois, Central Ohio, Chicago, Cincinnati Area Insurance Managers, Cleveland, Insurance Buyers Association of Detroit, and Wisconsin.

About the cover . . .

The statue of William Oxley Thompson, President of The Ohio State University 1899 to 1925 stands on the famed "Oval" before the main entrance to the University Main Library Building. In addition to this collection, the specialized Law Library and the College of Commerce Library with its Griffith Insurance Library combine to present a complete range of business and insurance texts, reference and statistical data, services and periodicals. These facilities created in response to student demand are also available to the business world.

In This Issue...

	Page
Ten Years of Progress	3
<i>by Peter A. Burke</i>	
Hearing Conservation in Industry	6
<i>by Dr. Roger B. Maas</i>	
Liability Coverage for Employees	8
<i>by Anthony F. Noll</i>	
Zoning . . How Does It Affect Your Business	10
<i>by John T. Even</i>	
ASIM Contest Winner	12
ASIM Participates in 12th Annual Insurance Conference of The Ohio State University	28 through 33
West Coast Risk Management Seminars	34
Results of ASIM Survey on Number of Brokers Used	40 & 41
ASIM Welcomes New Members	52
ASIM Officers, Chapter Directory and Roster	53 through 60

The National Insurance Buyer, published bi-monthly (January, March, May, July, September and November) as the official publication of The American Society of Insurance Management, Inc., 8 West 40th Street, New York 18, New York. Linda Burke, Editor. Copyright 1961 by the American Society of Insurance Management, Inc. Subscription \$6.00 a year. Advertising rates on request.



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PETER A. BURKE

The American Society of Insurance Management, Inc. is a non-profit organization incorporated in 1950. Membership is limited to corporate insurance managers representing over 1,100 corporations, *large and small*, engaged in every type of industry, including manufacturing, transportation, banking, utilities, retailing, federal and state and local government agencies, charitable organizations and churches — contributing approximately 5 1/2 billions of dollars in annual insurance premiums, exclusive of all employee benefit plans, more than 1/3 of all premiums written in 1960.

At the present time, the 1,100 corporations having membership in ASIM are represented by more than 1,500 individuals engaged in corporate insurance management, charged with adequately protecting the lives, properties and assets of the companies they represent through the purchase of insurance coverage and administration of the insurance programs adopted.

The American Society of Insurance Management, Inc. is organized on a chapter basis and has 27 chapters throughout the United States and Canada: Alabama; Atlanta; Central Illinois; Central Massachusetts; Central Ohio (Columbus area); Chicago; Cincinnati; Cleveland; Connecticut Valley (Hartford area); Dallas-Fort Worth; Delaware Valley (Philadelphia area); Detroit; Houston; Maryland; Minnesota; Montreal (Canada); New York; Northern

California (San Francisco area); Oklahoma (Tulsa area); Oregon; Pittsburgh; St. Louis; Southern California (Los Angeles area); Toronto (Canada); Virginia-Carolina (Richmond-Charleston area); Washington and Wisconsin.

In addition, ASIM has member companies in the states of Arizona, Arkansas, Colorado, Florida, Indiana, Iowa, Kansas, Louisiana, Maine, New Hampshire, Rhode Island, Tennessee, Vermont, District of Columbia, West Virginia, and in France and Puerto Rico. The American Society of Insurance Management, Inc. has the distinction of being the only international organization of its kind in the world.

One of the aims of the Society is to keep members informed and up-to-date on current changes and problems constantly arising in the insurance industry.

This is accomplished through educational programs, monthly meetings and seminars sponsored by the chapters; conferences, local and regional; institutes at universities and colleges; through its various publications, including a bi-monthly magazine; "The National Insurance Buyer."

Activity in the field of education has doubled in the past year and many additional educational forums of one type or another are planned for 1961 through the co-operation of a Committee on Seminars, Institutes and Conferences established in 1957 to promote,

Ten Years Of Progress

by
Peter A. Burke
Managing Director

American Society
of
Insurance Management, Inc.

conduct, and assist chapters and regions in the holding of seminars, institutes, conferences, etc. for the benefit of ASIM members.

Another step in the educational field is a program advanced by a Committee on Education appointed in 1957. This program is directed toward these goals: To encourage the development of courses leading to a degree in risk management at the schools of business administration in colleges and universities, and in schools of business; to investigate the development of courses of study to be pursued during non-business hours leading to an appropriate designation such as "corporate risk manager" and to increase the effectiveness of seminars conducted by local chapters of ASIM.

The constant and consistent growth of membership in the American Society of Insurance Management, Inc. indicates that we are sufficiently mature to seek and attain these goals.

The Committee on Education is currently conducting a nationwide survey on "self-insurance." This survey was started early in 1960 and because of the comprehensive and detailed information required, and the final analysis to be developed, it has taken time to complete. It will appear as a text on the subject and will be released by the Society exclusively.

An Industry Relations Committee was appointed in 1959. This committee was created to establish closer relationship with other national organizations in the insurance industry including the: National Association of Insurance Commissioners; National Association of Brokers, Agents, and Underwriters; National and Regional Rating Bureaus insurance companies; organizations of executives; mutual, stock, and other insurance organizations.

In the short space of time in which this committee has been organized, it is evident that it will play an important part in the future operation of ASIM. From all

facets of the insurance industry, assurances of full cooperation and support in our efforts to establish a better understanding of our problems and theirs have been received. As all are aware, there is much to be desired in this field.

While most chapters have active legislative committees dealing with local and state legislation, the national organization has recently taken over the functions of the Insurance Consumers' Committee—a sub-committee of the National Association of Insurance Commissioners, appointed to review and study the "Proposed Non-Admitted Insurance Act" under consideration by NAIC members.

This new activity will be assigned to a sub-committee of the Industry Relations Committee (ASIM) and will be known as the "Insurance Consumers' Committee" of ASIM. Membership on this sub-committee will be increased and will include representatives from each chapter as well as non-chapter members.

The latest draft of the "Proposed Non-Admitted Insurance Act" if adopted by the several states could have very disastrous effects on the insurance programs of many of our corporation members and in its present form will be vigorously opposed by the American Society of Insurance Management, Inc.

ASIM maintains membership in the Chamber of Commerce of the United States which enables it to keep informed of legislation on the national level through a representative on the Insurance Committee of the Chamber of Commerce of the United States.

The American Society of Insurance Management, Inc. is incorporated as a non-profit organization under the laws of the State of Illinois. It is governed by (1) executive committee composed of the executive officers and additional appointments by the president. (2) a board of directors. Each chapter is represented by one member on the board of directors. These di-

rectors are elected by the chapters annually. Two directors are appointed by the president from and representing the non-chapter members, and are as follows: Edward W. Altstaetter II, Central Ohio; Darrell S. Ames, Connecticut Valley; A. A. Baker, Central Illinois; H. J. Boehmer, Pittsburgh; David D. Day, Delaware Valley; Harry de la Torre, Alabama; Hilliard J. Fjord, Cincinnati; G. L. Foley, Houston; J. G. Harper, Montreal; Joseph T. Hilmer, Wisconsin; Harvey Humphery, Southern California; Wesley A. Johnston, Detroit; Fred L. Mattson, Jr., Oregon; George J. Morrissey, Virginia-Carolina; Robert R. Neilson, Central Massachusetts; Wm. H. Quay, Jr., Atlanta; T. T. Redington, Jr., Dallas-Fort Worth; Alfred W. Reid, Northern California; Robert B. Schellerup, New York; D. M. Stuart, Toronto; Julia Sullivan, Cleveland; Lon Varnadore, Washington; Edward M. Walton, Maryland; Howard T. Weber, Minnesota and Robert Wiltse, Chicago.

(3) The executive officers elected annually by the Board of Directors, are: president, T. V. Murphy, Baltimore, Maryland; 1st vice president, C. Henry Austin, Chicago, Illinois; 2nd vice president, Charles H. Thiele, Cincinnati, Ohio; treasurer, F. W. Norcross, Philadelphia, Pa. and secretary, Merritt C. Schwenk, Detroit, Michigan.

(4) In addition to the above, the Society is geographically divided into ten regions; each region nominates a regional vice president who is elected by the board of directors and serves for three years: R. S. Johnsen, St. Paul, Minn.; Robert G. Kenan, Birmingham, Ala.; John R. Kountz, Pittsburgh, Pa.; William A. Miller, Los Angeles, Calif.; David C. Morris, Dallas, Texas; Frank W. Pennartz, Philadelphia, Pa.; Richard Tierney, Atlanta, Ga.; Richard Prouty, Worcester, Mass.; Alan A. Sharp, Montreal, Canada and E. R. Zimmerman, Chicago, Ill.

(More on page 22)

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it takes specialists to keep it alive

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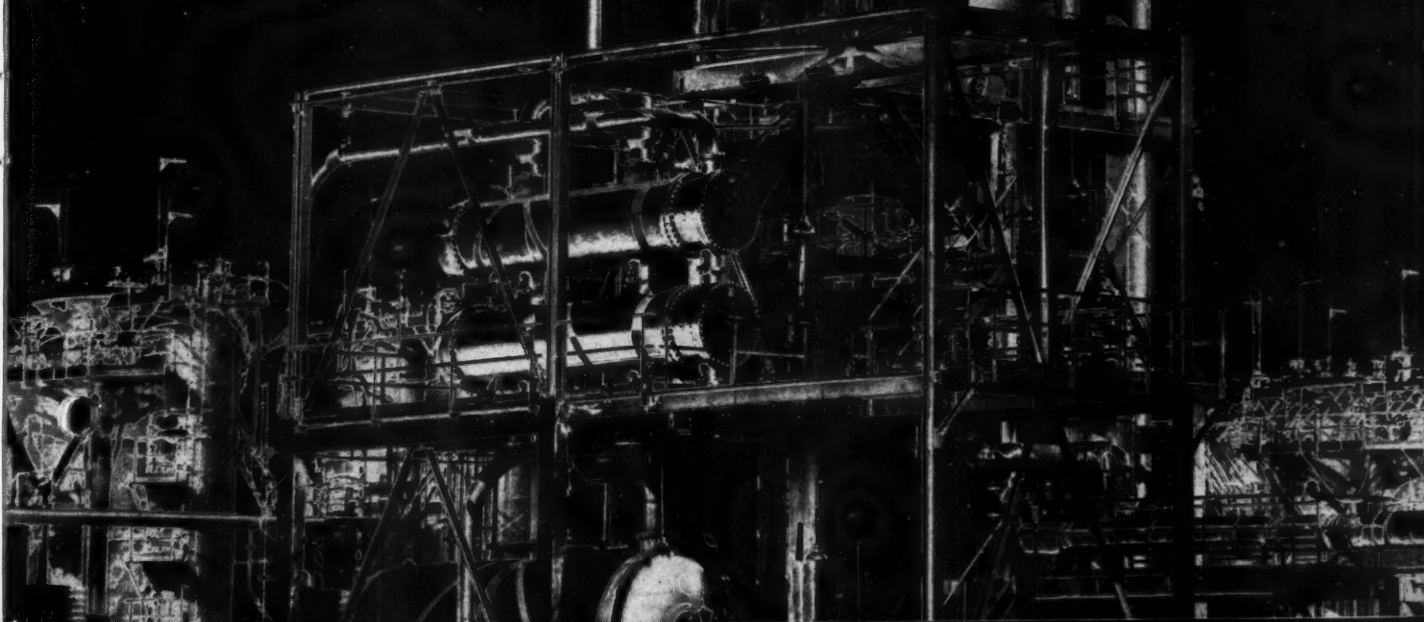
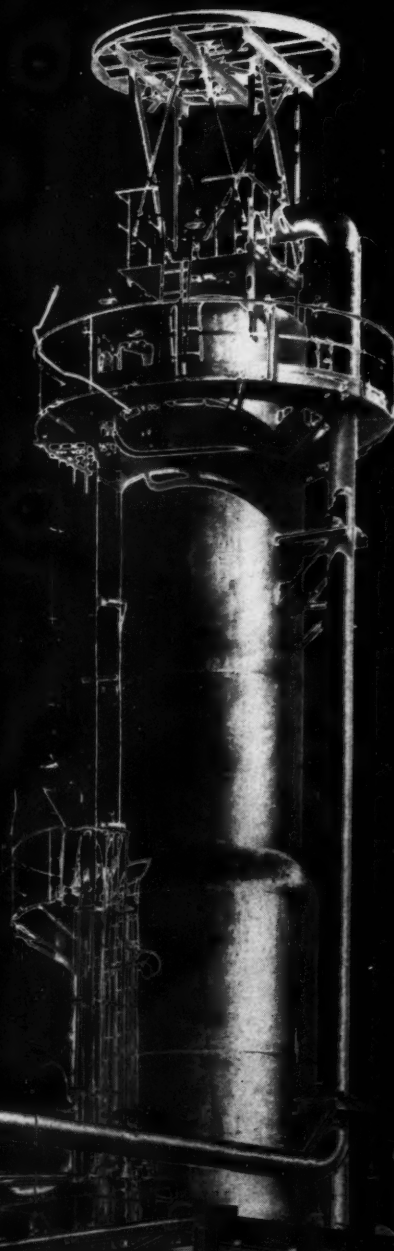
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Remember, **INSPECTION**
is our middle name



Hearing Conservation in Industry

by
Dr. Roger B. Maas
Hearing Consultant

Employers Mutual Liability Insurance Company of Wisconsin, Wausau, Wisconsin



DR. ROGER B. MAAS

In the very well known and beautiful hymn, "For the Beauty of the Earth," is a stanza with the words, "For the sense of sight and sound." The author of the hymn is reminding us to appreciate the great gifts of vision and hearing, something which is most easy to take for granted. Hearing is only second to sight in its importance to happiness and well being; yet, the conservation of hearing or concern for the protection of the hearing mechanism is almost completely neglected.

With Employers Mutuals of Wausau as an audiologist and hearing consultant since 1954, Dr. Roger B. Maas has become a recognized authority on hearing conservation. He at first specialized in speech training, but observing that it did little good to speak clearly if people did not hear clearly, he also interested himself in the "receiving end" and became an audiologist.

He is a graduate of Wausau High School and the University of Wisconsin, from which he received his Bachelor's and Master's degrees, with majors in speech. His Doctor of Education degree was granted at Stanford University in 1948.

He has taught public speaking, speech correction, audiology and English in the Madison, Wis., public schools, the Minn. Teachers College of St. Cloud, the National Speech Improvement Camp at the University of Mich., the St. Louis University Army Air Force Radio Instructor School, the Menlo Park California Junior College, Iowa State Teachers College, Stanford University, and the Universities of Wisconsin, Arkansas, Florida, and Tennessee.

Before joining Employers Mutuals of Wausau, he was a consultant for the Wisconsin State Board of Health.

Dr. Maas is the author of a "Guide for Industrial Audiometric Technicians" and "A Manual on Industrial Noise and Hearing Protection" published by his company. He has contributed to *Supervision Magazine*, the *National Safety News*, and *Nursing Outlook Magazine*.

Noise

Although we have always had the problem of deafness, it is only recently that the attention and concern of industry has been focussed upon it. The reason? Noise! The Twentieth Century has been called among other things, a century of noise, and noise deafness, lately, has become a member of the ever-growing family of occupational diseases for which exposed workers may be compensated as a result of noise-induced hearing losses.

Medical authorities now tell us that noise levels in excess of 85 decibels may destroy the delicate nerve endings in the inner ear. Once this damage occurs, it is irreversible. Medicine or surgery cannot put the mechanism back in order.

The majority of state legislatures are now studying and providing for some form of compensation for noise-induced hearing loss, but it isn't necessary to wait until this legislation is actually a reality in your state. Hearing loss claims are being paid in most states on one basis or another.

(More on page 14)



Records are made to be broken!

There's nothing sacred about swimming the 100-meter Free Style in 55.4 seconds. Sooner or later, this Olympic record will fall and swimmers will shoot for a new one, because the desire to "beat the other guy"—the challenge of doing something better than ever—will keep men trying to excel.

The same is true of your own business and ours. No company can remain static. Manufacturers Mutual Loss Prevention Engineers are constantly fighting to reduce our Policy-holder Members' fire losses to an irreducible minimum. Their record speaks for itself. In 1959, the loss ratio of industrial firms insured under Manufacturers Mutual policies was 2.34¢ per \$100 insurance—down 1.05¢ from 1958 and the lowest figure in ten years! Their concerted

efforts to eliminate hazardous conditions before loss occurs have paid off in other ways, too. Because our losses are small, Manufacturers Mutual Policyholders continue to enjoy the broadest possible coverage at the lowest possible net premium cost.

The race to uncover new fire prevention techniques to help eliminate costly losses is never-ending. Our engineers in the field and in our laboratories are finding new ways every day. We would welcome an opportunity to show you, without obligation, how many of them can be put to work in *your* plant to safeguard *your* future and keep you in the race. Call, or write, our nearest office* today for complete details.

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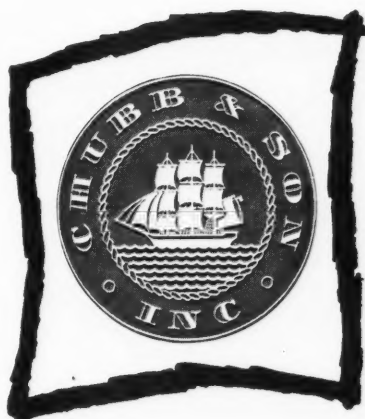
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FEDERAL INSURANCE COMPANY and associated companies

Liability Coverage for Employees

by

Anthony F. Noll
Senior Vice President

Liberty Mutual Insurance Companies

(Address Before New York Chapter, ASIM, January 26, 1961)



ANTHONY F. NOLL

Mr. Noll joined Liberty Mutual Insurance Companies prior to 1920 and in his forty years of association with this company, he has had a wide and varied career in many departments.

He is a graduate of Columbia University and is a member of the American Management Associations' Insurance Planning Council, Greater Boston Chamber of Commerce, New Industry Committee, and a Director of the Junior Achievement Program for Eastern Massachusetts.

The Workmen's Compensation Insurance System in our Country started with the enactment of such legislation in 1911 by Massachusetts, Wisconsin and New Jersey—and for 50 years it has been a good system, on the whole.

It was designed to eliminate strife between employers and their employees emanating from accidents arising out of and in the course of their employment, by providing medical services and pecuniary benefits to offset, in part, wages lost because of work injuries. The record shows it has been doing this, and doing it well, for a half a century.

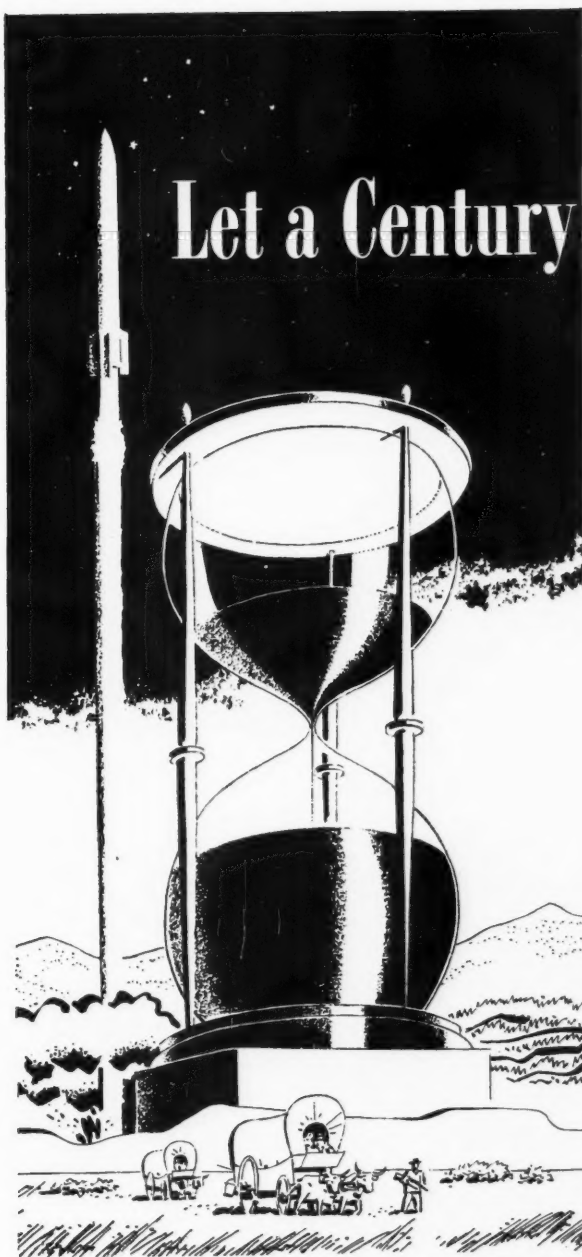
It was also intended to be a simple system which could be administered without attorneys. However, attorneys have been steadily forcing their way back in.

In return for the employers relinquishing their Common Law Defenses and providing Workmen's Compensation Benefits regardless of fault, employees agreed to give up their legal rights to sue employers for damages at Common Law. In all states the Workmen's Compensation Laws permit the injured employee to proceed against 3rd parties whose negligence contributed to or caused his injuries. In some of these states, however, the Compensation Laws do not permit an employee, whose accident arose in the course of his employment and out of his employment to bring a suit for damages against another employee.

Down through the years this denial, apparently, has not produced significant hardships for there have been few suits brought against other employees by injured employees. Most injured employees have accepted the Workmen's Compensation Benefits. It is quite possible that in some instances they were tempted to sue other employees but abandoned the idea when they realized that they probably could not collect the verdict, even if they received one, for employees by and large are not wealthy people.

(More on page 42)

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Zoning.....

How Does It Affect Your Insurance?

by
John T. Even
Assistant Vice President
Alexander & Company



John T. Even

In 1957 there was adopted a new zoning ordinance for the city of Chicago. It contained many new concepts that never before had been suggested. The new concept in zoning for industry involved the adoption of "performance standards" in lieu of the previously used "use lists" which had been adopted and were found in zoning ordinances throughout the country. The "performance standards", so new in concept that no comparable legislation existed in the entire United States, were to be established to control noise, heat, glare, smoke, dust, particulate matter, and fire hazards in buildings used for production and processing.

Zoning ordinances, following the "performance standards" concept will have a salutary effect upon communities in that the public will eventually benefit from a substantial uniformity of permitted uses. On the other hand, American business is faced as a result of the "performance standards" with the necessity of constant review of noise, smoke, odor and other "standards" conformity; burdensome expenditures for reconstruction to meet the standard; possible necessity for re-location of plants; possible abandonment of plans for expansion in a particular area; and possible restriction of use of plant sites already acquired.

While all of these wide ramifications of zoning are interesting

Mr. Even, Assistant Vice President of Alexander & Company, insurance brokers, Chicago, Illinois, devotes his time primarily to research, planning, development, underwriting, and income tax consequences of corporate insurance.

Mr. Even is a graduate of the Armour Institute of Technology and the Chicago Kent College of Law. He was admitted to the Illinois Bar in 1931 and in 1933 was awarded an LLM degree in law. He is also a graduate of the Advanced Management Program, Harvard Business School.

He is author of many forms and plans of insurance now being used; has lectured extensively throughout the country on various legal and insurance problems; and conducts a course, "Corporate Insurance Management", in the Graduate School, Northwestern University, Evanston, Illinois.

subjects for every management to consider, the sections that concern us are those providing for the restoration of damaged non-conforming buildings and for the elimination of non-conforming buildings and structures. How will these sections of the ordinance affect the determination of insurable values of plant properties and what influence will these sections of the ordinance have on the adjustment of losses under various types of property insurance policies?

The regulation for the elimination of "non-conforming buildings and structures" usually provides that "any structure or building, all or substantially all of which is designed or intended for a use not permitted in the district in which it is located shall be removed and its use thereafter cease, or shall be converted to a building or structure designed or intended for a use permitted in the district in which it is located, in accordance with amortization schedules." The amortization schedule usually varies from 3 to 40 years depending upon existing values of the property and the type of construction. The ordinance usually gives the municipality a right by ordinance to "acquire by condemnation a non-conforming building or building with non-conforming use, for the rehabilitation or redevelopment of the area blighted by such non-conforming building." It can

(More on page 24)



*From
the fires
of Parker...
a mighty
hot pen*



What makes a product "hot"? Is it craftsmanship, like this gold-melting operation at Parker?

Partly. But it took more than craftsmanship to catapult Parker from a firm which sold a half interest for \$1000 in 1888 to one whose world sales lead its industry.

It took quality plus salesmanship . . . a combination that earned Parker prominence in 156 world markets and made the name synonymous with pen in 367 tongues.

And it took keen marketing strategy. Example: In 1921, when pens were traditionally black and sold for \$2.75 tops, Parker innovated an orange pen for seven dollars. Sales quadrupled in the next four years!

But if the story of modern writing instruments is very much a Parker story, so the story of writing insurance is very much an INA story—particularly as it applies to Parker. For Parker recognized in INA a company which, like itself, knows the fine points . . . a company which creates an insurance program for each client with the precision that Parker creates a pen.

For protection precisely suited to *your* needs in all lines of insurance . . . see your broker or any INA agent. Discover the advantages of Insurance by North America.

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Insurance Company of North America • Indemnity Insurance Company of North America • Life Insurance Company of North America • World Headquarters: Philadelphia

INA

Ken Huston of Insurance Buyers Association of Pittsburgh Wins Savings Bond in ASIM Contest

Among the many articles submitted on "What ASIM as a National Organization Can Do For Me and The Insurance Industry in General", the following article by Ken Huston of Consolidation Coal Company and a member of Pittsburgh Insurance Buyers Association, ASIM was selected.

In 1960, Mr. T. V. Murphy, now president of the American Society of Insurance Management, Inc., announced that he personally would give a United States Savings Bond in the amount of one hundred dollars to the member who wrote the best article on the above subject. Mr. Huston's article was awarded the prize because of its depth of thought, sincerity and originality.

Here it is:

"We live in a changing world, governed by and geared to growth. This growth is exemplified in our industrial giants becoming bigger, the electronics industry coming of age and flexing their undeveloped corporate muscles. Hybrid harvests are the word, achieved through weed killers, additives, quality control and count-downs. These changes pose problems, diverse and sundry and they cling to the insurance manager and his national organization like barnacles.

Despite the fierce competition by industries to achieve this growth, individuals representing them have bound together across the nation for open discussions of their problems, planning future paths and in general to fraternally discuss insurance. Backgrounds differ, products vary, age is not respected, but one common denominator is evident—insurance.

It is in this atmosphere ASIM is faced with a severe challenge and offered an opportunity to render valid service to both producer and consumer in the insurance industry.

As for "What ASIM Can Do", one might candidly reply they are already performing their maximum and the dollar is well spent. Certainly an organization contributing the annual fee of \$25 for a membership covering their insurance activities should liken it to a donation or magazine subscription and look no further. The mere presentation of provocative articles in *The National Insurance Buyer* alone justify the membership fee.

However, the foot is in the door and collectively the Organization owes somebody something. Chapters look to ASIM for guidance; instructions if you please, as to objectives, purposes, and aims. Trends in thinking by the chapters, reactions from seminars and emanating from meetings should be studied and analyzed with a view to future planning. The organization should be a clearing house on current trends and not merely a middle man, but the initiator and author as required, if possible. Organization is entirely unnecessary unless leadership is desired. Local organizations have existed for years but have failed to flourish into bloom because they lacked national blood, varied opinions and trended thinking.

I want ASIM to keep me posted as to what other buyers are thinking, what they are stressing, wherein lie the pitfalls and how to achieve the blue ribbons. Zones of influence exist in insurance buying and change from day to day in concert with population shifts and industrial development and redevelopment. I must be able to cope with problems across the Fifty States as associated with insurance, and this burden is to be shared by ASIM who should give me the tools, or tell me where they can be obtained.

Research and Development is an integral part of industry today, and

it should accompany those efforts of ASIM. Guidance for state authorities in matters of insurance should be arranged. Pressures should not be veiled as guidance, although outright protests when in order should be voiced to regulating bodies. New covers should be explored, combined covers tested and in general a total upgrading of insurance should be undertaken to keep pace with times. How often their exists exasperating procedures, delays, red-tape, etc., which might be circumvented by a patriot rebelling against "it's never been done this way before." New horizons will appear and must be met intelligently.

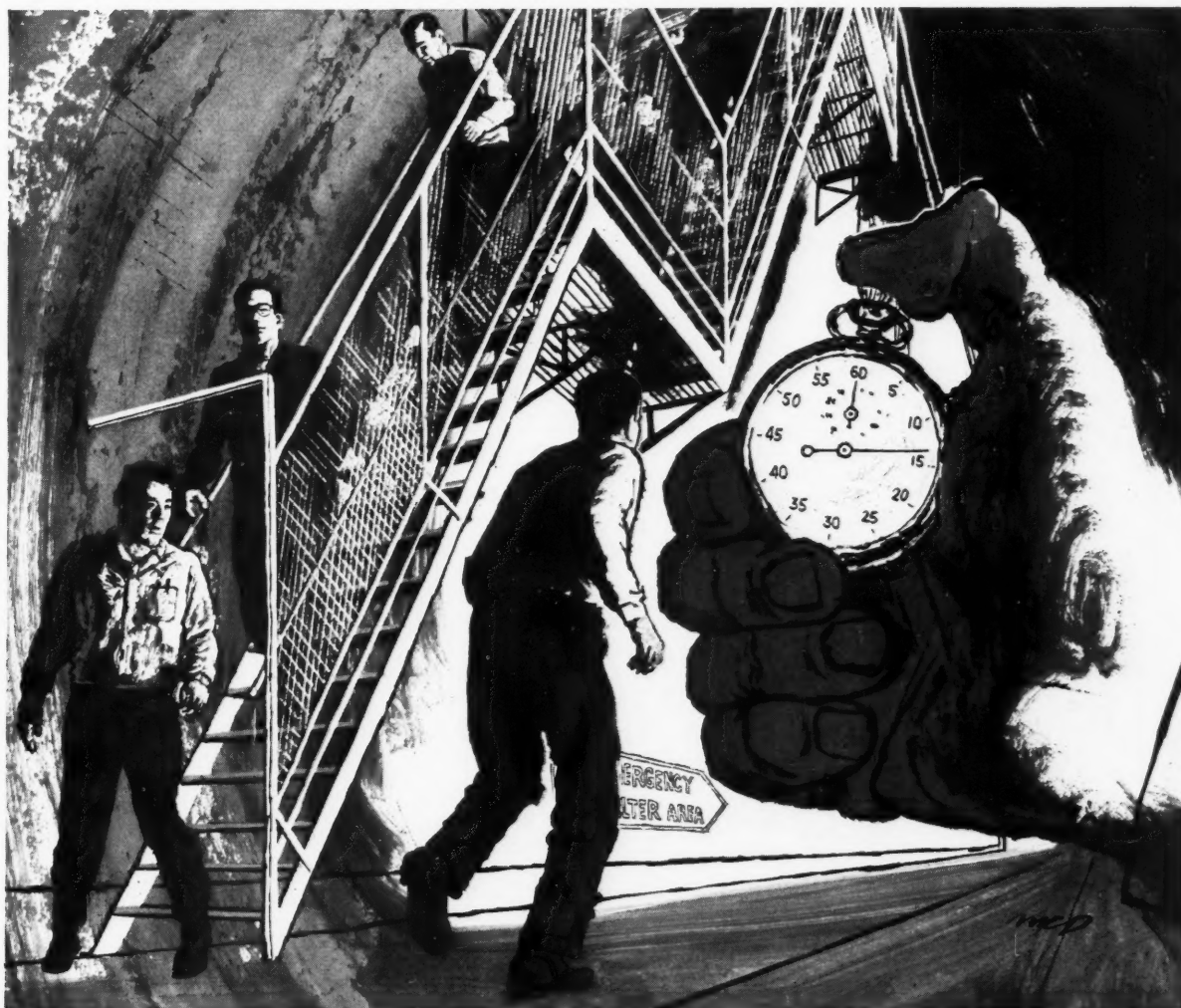
The Insurance Industry has already recognized ASIM as a power to be reckoned with, for it notes the vast accumulation of industry represented. Industry will look to ASIM for their most servicable approach to us, within profitable reason. With a national cross-section the pulse on policy requirements, capacity problems, interpretations, etc., can be meted out through ASIM locally and nationally. The Industry, for the most part, is honestly trying to meet the needs of the buyer, but what a welcome to be able to learn the needs of the majority of large buyers by taking one capsule.

Industry will no doubt expect some mediation from ASIM in matters over the coming year. Industry should be able to sell collectively to us on ideas, facets of importance, and underwriting problems, which previously had to be approached on an individual basis many times over. Barriers are being mounted daily in the complexities of insurance regulation mainly through combined efforts, previously unrecognized. ASIM is predominant among these efforts and should increase in stature.

(More on page 18)

PROTECTION IN DEPTH

How it helps cut compensation costs



Would an explosion in your plant mean catastrophe?

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Hearing Conservation—Maas

(From page 6)

In spite of recent nation-wide attention given to the noise problem during the past months and the great economic significance that noise will play by adding to the cost of materials or products made in noisy environments, it should be remembered that factory noise contributes only a very small part of the total hearing loss and deafness in the United States.

Previous to my work with Employers Mutual Insurance Company, I was in charge of hearing conservation in the Wisconsin Public Schools, sponsored by the Maternal and Child Health Section of the Wisconsin State Board of Health. Our audiometric surveys starting in 1946 showed that between 5 and 10 per cent of the school children in Wisconsin had hearing losses. Three out of every 100 children were in need of medical care for their hearing. Communicable diseases, tonsils, adenoids, ear wax, accidents and injuries were found to be responsible for many of these childhood hearing losses.

It is also a well known fact that there are over 100,000 children attending day schools for the deaf and 47 states have these training institutions.

The Veterans' Administration recently reported that it was spending \$60,000,000 per year for approximately 90,000 war veterans with service connected hearing disabilities. You and I are presently helping to pay for this.

A conservative estimate by health specialists indicates that between 10,000,000 and 15,000,000 people in the United States need hearing aids.

These facts illustrate to some extent the magnitude of the problem of deafness, regardless of cause.

It should be added that all of these persons are potential workers who will knock at the gates of our factories for jobs. Industry will

assume its responsibility and pay for damages caused to workers' hearing due to noise, just as it has been compensating workers for injuries to eyes, arms, legs, or life itself, but industry cannot be expected to bear the expense of the multitude of pre-existing ear conditions not attributed to them.

It is now estimated that 27 out of 100 newly-hired workers have hearing losses. It is for this reason that some of the laws governing compensation for noise-induced deafness contain the following provision: Pretesting hearing loss when recorded at the time of employment does not have to be paid for.

Audiometry

"Hearing protection should begin first with audiometry," according to Doctor J. W. McLaurin, Baton Rouge, Louisiana, Otologist, and goes on to say, "Employers by this time should have learned their lesson. In the future pre-employment audiograms should be an integral part of the pre-employment processing just as a chest X-ray or blood test. If the environment is noisy the examination should be repeated at intervals until the workers' status of hearing is determined."

This has been responsible for the impetus for audiometric measurement programs in industry, throughout the United States in the past five years. The audiogram serves as important economic protection for the employer as well as the employee. However, the audiometer makes another most valuable contribution to a total program of hearing conservation. It is a method by which we gauge the effectiveness of our noise reduction or engineering control efforts. It becomes the final test of the effectiveness of personal hearing protection devices because the audiogram indicates just what the workers' status of hearing is at any time.

(More on page 16)

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Hearing Conservation—Maas

(From page 14)

Furthermore, audiometric examinations are the only way we presently have to detect an individual's susceptibility to noise. By comparing the audiogram charts taken at intervals we know just how well a person is bearing up under the strain of a noisy working environment. If hearing acuity continues to decrease in spite of noise reduction measures and personal hearing protection devices, the audiometric record could tell us that the worker should be taken out of this noisy atmosphere, but this would be the exception rather than the rule.

It is well for us that the early noise-induced hearing losses are indicated at about the 3,000-4,000 frequency level long before it is noticed by the individual and long before it may cause disablement. By showing the worker his personal record of hearing acuity we have a most effective device for ear protection.

"Temporary deafness varies from one individual to another. Different individuals do not react equally to the same noise exposure. Some people are more susceptible to noise than others," says Doctor Raymond Carhart of Northwestern University, "noise susceptible workers are those persons who suffer handicapping hearing losses more quickly than do their companions under equivalent noise exposures. These workers constitute the groups in which claims for compensation are most likely to arise and for whom words are likely to be greatest. It will take several years until field validation of a number of experimental approaches to a location of sensitive ears before some method can be recommended for our use. The only present method of accomplishing this, of course, is to conduct periodical audiometric examinations."

A sound and practical hearing conservation effort, then, in addition to audiometric measurement would include the following:

Assessment of noise exposure. Obtain noise level surveys from your insurance carrier, State Industrial Hygiene Division, or consulting firm. Find the processes and areas where the noise exposure exceeds the damage risk criterion. It was Lord Kelvin who stated, "I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it. But when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind."

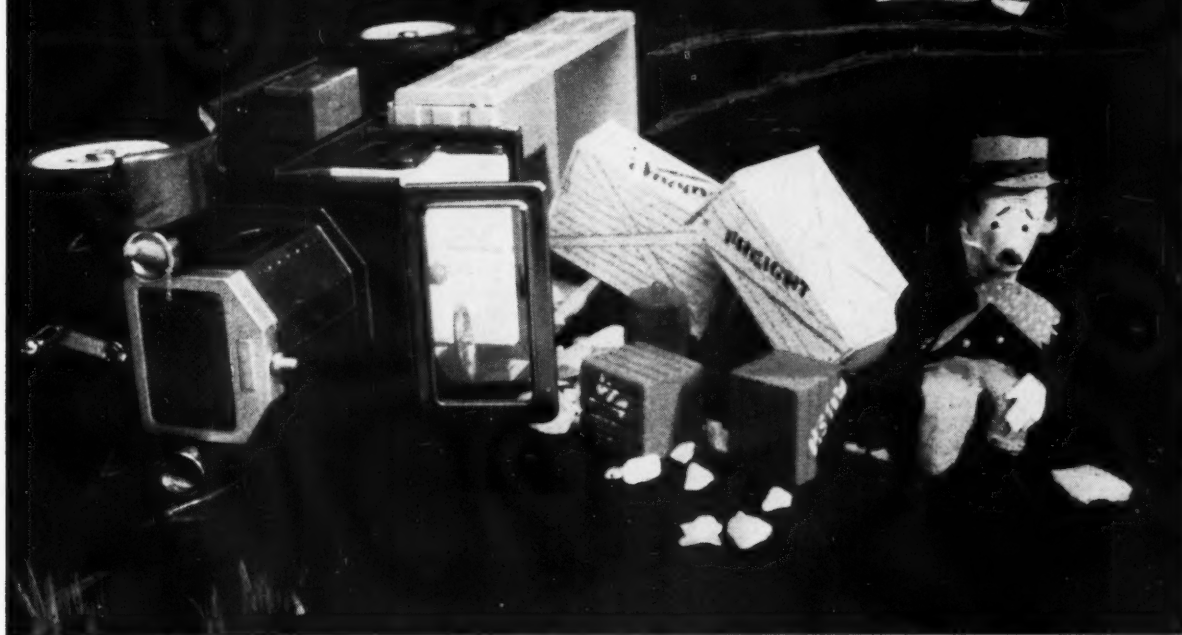
Study the noise makers with the object of reducing noise. Most large plants are conducting some type of noise engineering control activity. Usually this is done by appointing some interested and qualified individual to be responsible directly to top management for seeing to it that activities for the reduction of noise are planned and carried out.

Hearing protection through the use of personal protective equipment. A recent article appearing in one of the safety journals stated the attitude of one writer toward ear protection as follows, "The use of ear protectors will reduce the noise problem to an absolute minimum."

Ear Protection

Unfortunately, the problem is not this easy. The problem is "How to get ear protection on each worker exposed to industrial noise" just as it is with many other safety devices. There is a general attitude among nurses and safety directors that this is a task even more difficult than all the other protective devices combined. We should remember at the onset what we are up against. The average worker accepts noise as a normal part of his job. In my many visits to the noisy working environments, noise levels exceed 90 db. I have
(More on page 20)

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ASIM Contest Winner (From page 12)

A glance at the assets of any large insurance company will quickly convince one that the Insurance Industry is big business and should be treated accordingly. By substitution, ASIM represents big business and it is this relationship with the Industry that problems, ideas, research and progress can be promoted. If one concedes that an improvement in buying and selling relations are improved by ASIM and the Industry, certainly the efforts are well spent. This is far below the aims or ambitions of the organization but possibilities are unlimited once we explore the vast areas included on both sides. The illusion of optimism springing from association with a dedicated organization is reassuring to an insurance manager.

Aids to education on insurance training and throughout the country have been well directed and are compounding each year. Accredited courses in universities and colleges assures us that our successors in the management field will be fundamentally educated to the risk career. Education should be broadened through seminars instituted through the local chapters, not merely to expound upon the wonders of insurance as noted by an individual, but for mutual exchange and as an education medium to those already working in insurance management. Our guidance and assistance is recognized need for those responsible for education but similar efforts in handbooks, outlines, for the industry should not be overlooked since the established field of insurance is dependent upon these for growth.

There has been recent agitation for recognition of the insurance manager within the corporate structure. We agree that such recognition is due, but not worth any national effort since in each case the extent and type of credit to be bestowed would vary. It seems immaterial whether the manager reports to a treasurer or secretary of his respective company, and likewise whether his title is "risk control manager" or "corporate

surveyor of taxes, realty, insurance and associated matters." Management cannot be bludgeoned into accepting an edict handed down because of one's association with a national organization, which might be applicable to a large industry in the billion dollar classification. Duties, titles, responsibilities, and salaries will vary with the individual and with his respective employer. It is up to the association members to gain respect for their profession through example and through finished products of their daily labors and, of course, self-rewarding satisfaction of a job well done. The tangent of incumbent titles and recognition within the ivory tower do not, out of necessity, cause growth to any organization, but instead attract the "joiners", which is far from the intended mission of ASIM. Efforts on this behalf are far afield of education.

We know ASIM will continue to be the leader in the field of insurance management organizations once their past efforts and performances speak for themselves. It is in the development and expansion of the already established purposes that we will achieve great things for our industry and for the producers."

Southern California Chapter Elects New Officers

Southern California Chapter, ASIM, has elected Steve Culibrk, Insurance Manager for Citizens National Bank, president of the Chapter.

Mr. Culibrk is one of the original founders of the risk management group, organized in Los Angeles in 1951.

Other newly filled offices are: vice president, Norman Horney of Consolidated Rock Products; secretary, Homer Rathbun of Union Oil Company; assistant secretary, Paul Harvey of Richfield Oil Corporation; and treasurer, William S. Mortimer of Douglas Aircraft Company, Inc.

Mr. Culibrk succeeds M. J. Bowman of American Potash and Chemical Corporation as president of Southern California Chapter, ASIM.

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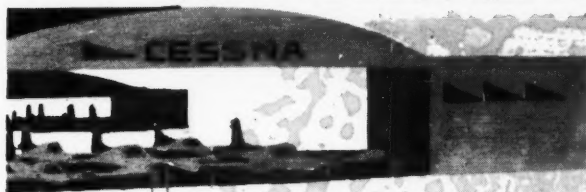
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Hearing Conservation—Maas

(From page 16)

asked the workers if the noise bothered them. In almost every case the employee responded with an answer something like this, "This isn't noisy. Do you think it is? If it is, I suppose one gets used to it." Until each worker is presented with the idea that continued exposure to noise without protection is damaging to hearing, he will not be very much concerned about hearing protection. Even if he is informed through long range educational activities, why worry about something that does not materialize until 15 or 20 years from now.

Workers don't seem to be satisfied or won't continue to wear ear protection unless noise levels are excessively high or very annoying. It is very much the same attitude that people have towards Civil Defense. What do we care about what happens tomorrow? Many safety directors and plant physicians express disappointment noting the reluctance of workers to wear ear protection once it is introduced and encouraged. Some of the best records that I have found of compliance in our more health and safety-minded plants indicate that only 35 to 50 per cent of the workers in hazardous noise levels are wearing protective equipment. This is certainly not enough and perhaps the answer is manda-

tory protection, just as we have finally found it necessary to obtain adequate eye protection.

I believe this is a coming trend, you either wear ear protection or you are subject to some form of disciplinary action. Many employers claim that insert ear protection is doomed to failure because there are too many complaints of discomfort, forgetting and losing, and the basic difficulty in the fitting process. Some doctors tell us that the education from childhood "Not to put anything else in the ears smaller than the elbow" is responsible for much of this attitude. Others say it is just a matter of time and long-range educational activities, improved equipment, stricter enforcement of rules, once the program is established, will be the answer.

New economical earmuffs, and there are some that are now selling for \$12, are providing the answer for many plants and it does solve the fitting problem and the check on compliance. We should not give up on this phase of hearing conservation. Instead, we should think and plan new activities which will possibly succeed in getting each man protected.

The alternative is to allow this "sneak thief," injury mechanism destroy slowly, but surely, the delicate hearing sense organs. Doing nothing as so many plants are, ears are being ruined or destroyed, decibel after decibel, each day,

each month and each year. If I were a safety director or nurse I would like to have the feeling that some day the workers in my plant will not be coming back to me saying, "Why didn't you tell us about earplugs or why didn't you do something to help us?" If our plants set up the necessary effective hearing conservation controls now and stick with them in spite of discouragement, they wouldn't ever be able to do this.

I know there are many of you who have been active participants in the establishment of hearing conservation efforts in your plants. For those of you who have been trying and wondering whether you have made much progress I have some comments that I feel should be encouraging.

Let's take stock of the present situation. Remember, some plants have been engaged in some phase of hearing conservation activity for approximately ten years. Do we know where we are going? Is hearing conservation a practical and workable venture?

We should take some satisfaction that we have progressed thus far along the path, but then must return to cold reality that we have a much longer distance still to go.

Hazardous Noise

What are some of the known vital facts that you and I should have that will help us in our task?

(More on page 26)

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Corporations are usually sure their insurance is in order but they should have it checked. The same logic applies to both.

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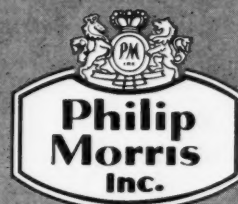
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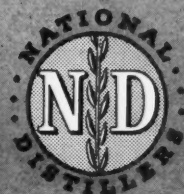
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Ten Years of Progress—Burke
(From page 4)

(5) The administrative officer of the American Society of Insurance Management, Inc. is the managing director appointed by the executive committee with the approval of the board of directors. National ASIM headquarters are located at 8 West 40th Street, New York 18, N. Y.

The American Society of Insurance Management, Inc. is not another pressure group trying to tell the insurance industry how to run its business. However, with a membership of over 1,100 corporations, which include the largest purchasers of insurance, it must be recognized as a dominant and potent factor in the insurance industry.

**New ASIM Executive Committee
Appointments Announced**

T. V. Murphy, President of the American Society of Insurance Management, Inc., announces the appointment of members who will serve on the Society's Executive Committee for the coming year.

Due to the increased number of chapters and membership, the Committee has been enlarged to have representation in most areas.

Members are: Gerald O. Griffin, Dravo Corp., Pittsburgh; Henry J. Hughes, Standard Oil Company (N.J.), New York; M. Glen Jackson, Vulcan Materials Co., Alabama; W. T. McWhorter, Procter & Gamble Co., Cincinnati; William A. Miller, Richfield Oil Corp., Los Angeles; Alan A. Sharp, Distillers Corporation-Seagrams Limited, Montreal, Canada; O. B. Tearney, Inland Steel Co., Chicago; Art A. Widtmann, A. O. Smith Corp., Wisconsin; Howard T. Weber, Minnesota Mining & Manufacturing Co., St. Paul; and O. A. Wees, Crown Zellerbach Corp., San Francisco.

The Chairman of the Executive Committee is W. Howard Clem, Schlumberger Well Surveying Corp., Houston, Texas, immediate Past President of ASIM.

Books—Recommended Reading:

"Controlling Group Insurance Costs" by A. Garland, Insurance Manager for a chain of textile companies.

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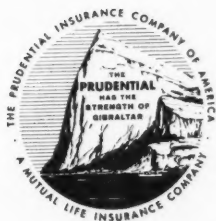
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Zoning—Even
(From page 10)

then dispose of the building in any manner. Department of City Planning must make a study and report before this can be done.

The provision in the ordinance pertaining to the elimination of non-conforming buildings and structures has caused us some concern, particularly when insurance is effected on such buildings on an actual value basis. In determining the value of a building, after all accepted standards have been applied for determining depreciation, there must now be considered the amount for depreciation that should be added for this new factor for buildings falling within the enforced amortization period. For a relatively short period of use this depreciation factor alone may be controlling. In the case of buildings where the permitted use is for an extended period, the depreciation caused by enforced amortization may have a very slight effect.

In the case of any real property affected by the ordinance, it would appear that serious consideration should be given to the insuring of such property on a basis where the indemnity theory is avoided. Since we are working in an area where little or no experience exists and there can be a wide division of opinion on the percentage of depreciation that should be taken in

the adjustment of a loss for enforced amortization, the ordinance presents some real problems.

The other section of the ordinance that concerns us is the section providing for the restoration of damaged non-conforming buildings. The regulation for the restoration of damaged non-conforming buildings usually provides that "a building or structure, all or substantially all of which is designed or intended for a use which is not permitted in the district in which it is located, and which is destroyed or damaged by fire or other casualty or act of God to the extent that the cost of restoration to the condition in which it was before the occurrence shall exceed 50 per cent of the cost of restoration of the entire building new, shall not be restored unless said building or structure and the use thereof shall conform to all the regulations of the district in which it is located."

You will observe from a study of this provision as it is now being incorporated in new ordinances, that the percentage of destruction no longer relates to the value. Using value of real property as one of the factors in the equation provided by prior ordinances left the enforcement of the ordinance to manipulation and judgment. Under the new ordinance, if the cost of restoration to the condition in which the building existed before the happening of the peril,

exceeds 50% of the cost of the building new, then in that event, if the building is non-conforming, it cannot be rebuilt. In the practical application of the ordinance only two factors need be considered: the lowest reasonable bid submitted to do the work required to repair or restore the structure to the condition that existed prior to the happening of the peril; and the value of the entire building new. The first factor involves no problem. The second does. In determining the value of the building new, what factors should be taken into consideration? Should we include the cost of excavation, the cost of the foundations, the cost of underground water mains, the cost of underground water sprinkler mains, underground heating lines, asphalt walks, concrete drives, fences, etc.?

The method that should be used for determining the value of the building new has not been resolved, but the inclusion of all of these factors not normally considered in an insurance program may determine whether the prior use can be continued.

If the issue becomes important, it may be necessary to determine the value of the building new and it is for this reason that it has been recommended that in cases where a plant property is involved in the application of a zoning law, the values be established by a well

(More on page 47)

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Sheet metal roofing in place	358%
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For these reasons, we do not use general trends in our valuation work, although we can and do prepare specific index figures applicable to specific properties or facilities where a general adjustment of values is desired. But where a proof of loss is involved, trended costs do not take the place of a detailed appraisal kept up to date through Continuous American Appraisal Service® to establish the value of each item destroyed or damaged.

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Chicago		Washington	

Subsidiary: Canadian Appraisal Company, Ltd.
Montreal and Toronto

Hearing Conservation—Maas

(From page 20)

First of all, what is hazardous noise? "It will, no doubt, be an impossibility to ever satisfactorily establish a damage risk criteria that will help devise practical controls that will protect all workers exposed to noise." (Damage risk criterion is the level which noise should not exceed if permanent hearing loss is to be prevented.) Doctor Raymond Carhart, Professor of Audiology, Northwestern University stated, "All we can do is establish target goals to attempt to protect the most people we can; but we know from the outset that we can't possibly protect them all. There's too much difference among people. Also, there are many practical limitations imposed in the average industrial setting which include sufficiently trained personnel. The money necessary to employ them which will impose a limiting factor on hearing conservation activity. The least we can pinpoint are the highest areas of exposure and start there; later we can go down the latter to areas of less exposure."

I think this is a good point. Let's pinpoint, first of all, the most hazardous areas to see what success we might find in these places, which in most plants would amount to only a few. Let's not worry about trying to protect everybody at once. It just can't be done.

Floyd Frazier, in an article published in the American Medical Association's Archives of Industrial Health, March 1959, had the following to say, "Although there may be differences of opinion in the light of present scarcity of exact information, it is essential that industrial hygienists and engineers base noise control recommendations upon viewpoints which will receive support from recognized medical and scientific authorities. The facts which I have discussed indicate clearly the desirable goal which will be supported by age groups with the noise level not exceeding 85 db in any of the three

octave bands of 300-600 cps., 600-1200 cps., 1200-2400 cps., and not to be confused with an over-all noise level. Thus, with any standard there must be a certain element of calculated risk. Deviations of these recommended points, therefore, do not necessarily mean the difference between an absolute safe and unsafe level, but that the element of risk is increased to the degree that these limits are exceeded. We must also remember these criteria are based upon steady state noise. When noise is broken up or intermittent, depending upon its length or duration in frequency characteristics, ear life is possibly doubled or even tripled even when the acoustic insult is of high intensity. The fact that we do not have more hearing losses in our heavier or noisy industries is no doubt due to the fact that much of the noise is broken up, it is not steady state noise."

Doctor Paul S. Veneklasen, director of the Western Electro-Acoustic Laboratory in Los Angeles, California, in an address before the governor's industrial safety conference stated, "It takes a long time for noise to cause a great and permanent hearing loss. Reaction to noise varies greatly among different individuals, both as to magnitude of hearing loss and the time involved, whereupon it is difficult in any given case to prove that noise has been a major factor in hearing loss."

The complicated formula that gives us somewhat of a yardstick to measure exposure would include intensity, and frequency, (high frequencies are more damaging than low frequencies), I have already discussed intensity, individual susceptibility, (which can only be measured by serial or periodical audiograms), intermittency, acoustic characteristics of the working environments and age of the worker. All these factors must be considered in attempting to describe the potential effect of the acoustic insult.

(More on page 36)

A KEY IDEA IN BUSINESS- WRAPPED IN WOOD



Cellophane begins as wood fibre... emerges from this block-long casting machine as a completely new material. Pictured here, while visiting the plant, are Mr. Kling (right) with George Raese, an Employers Mutuals Accident Prevention Manager.



Periodic examinations for all employees are part of the comprehensive preventive program at Olin Mathieson's Pisgah Forest Plants. Dr. MacRoy Gasque (left) heads the Medical Staff there... works hand in hand with Employers Mutuals Medical Department directed by Dr. O. T. Mallery (right).

Wausau Story

by **ALAN L. KLING**, Director of Loss Prevention, Olin Mathieson Chemical Corporation

"Cellophane is wood—wood you can see through.

"But it takes some doing to convert trees into transparent film, as you'd see if you visited the Olin Mathieson cellophane plant at Pisgah Forest in North Carolina. In fact, our men there would tell you there could be no such material until scientists had developed the new field of cellulose chemistry.

"This is typical of many aspects of American business.

"Not long ago industrial accident prevention was a new field too. We started with the principle that accidents do not have to happen. To make that idea practical here at Olin Mathieson, we coordinated the safety activities of the entire company into a Department of Loss Prevention. Our effort is devoted to the safety and health of our people as a

basic responsibility of management.

"The key idea is in the organization and function of this Department. One reason it has proved successful is that our staff can get the help they need from Employers Mutuals of Wausau. That help has saved us time and money too. Employers Mutuals people make this their business... and they're 'good people to do business with'."

The helpful service Mr. Kling writes about is available through every one of the 138 offices of Employers Mutuals of Wausau. We write all forms of fire, group health and accident, and casualty insurance (including automobile). We are one of the largest and most experienced underwriters in the field of workmen's compensation. Consult your telephone directory for the nearest Employers Mutuals representative or write us in Wausau, Wisconsin.

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The Twelfth Annual Insurance Conference at The Ohio State University

The American Society of Insurance Management, Inc., is one of the participants in The Twelfth Annual Insurance Conference sponsored by The College of Commerce and Administration of The Ohio State University, to be held on March 9th and 10th at Columbus, Ohio.

E. W. Altstaetter, past president of Central Ohio Chapter, ASIM and a member of the Board of Directors, ASIM, is Committee Chairman for the American Society of Insurance Management, Inc.

Chapters in Region Four (ASIM) of which E. R. Zimmerman is Regional Vice President, are: Central Illinois, Central Ohio, Chicago, Cincinnati Area Insurance Managers, Cleveland, Insurance Buyers Association of Detroit, and Wisconsin.

Other Participants

Akron General Agents and Managers Association
American Society of Chartered Life Underwriters, Columbus Chapter
Associated Life General Agents and Managers Association of Cincinnati
Columbus Health Underwriters Association
Conference of Mutual Casualty Companies
General Agents and Managers Association of Dayton
Griffith Memorial Foundation for Insurance Education
Insurance Field Club of Ohio
Life Insurance Managers and General Agents of Cleveland
Life Managers and General Agents Association of Columbus
National Association of Independent Insurers
Ohio Association of Casualty and Surety Representatives

Ohio Association of Insurance Agents
Ohio Association of Life Underwriters
Ohio Association of Mutual Insurance Agents
Ohio Association of Mutual Insurance Companies
Ohio Capital Stock Insurance Association
Ohio Insurance Information Service
1752 Club of Ohio
Society of Chartered Property Casualty Underwriters, Columbus Chapter

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Life Agency Management Session Chairman
Frank L. Barnes
Hall of Fame Chairman
John S. Bickley
Combined Conference Session Chairman
John T. Bonner, PhD

Speakers

Robert A. Rennie, PhD
Frederick M. Reiss
Donald L. MacDonald, PhD
William D. Kientz
T. V. Murphy
Edwin S. Overman, PhD, C.P.C.U.
Jason Crain, C.P.C.U., C.L.U. Associate
Henry K. Duke, F.I.A.A., C.P.C.U., C.L.U.
A. Hawthorne Criddle, C.P.C.U.
Jack N. Meeks
James F. Norton, C.L.U.
W. Lee Shield
Loren W. Smoyer, C.P.C.U.
Dean William T. Beadles, PhD, C.L.U.
David J. McGrath
Blake T. Newton, Jr.

(Continued on page 29)

The Ohio State University

Crossroads of education: The Ohio State University. Site of The Annual Insurance Conference the University attracts over 20,000 undergraduate and graduate students to the capital city of Ohio each academic quarter. Famed for its athletic prowess the impact of this "Buckeye" institution is being felt far and wide in the worlds of education, business and government. The O.S.U. campus on the banks of the Olentangy River in the Heart of Ohio offers fine living conditions and an ideal environment for study.

Charles W. Griffith Memorial Foundation for Insurance Education

The Foundation was begun in 1947 in memory of Charles W. Griffith, a young Columbus, Ohio insurance agent who gave his life for his country in World War II. The Griffith Foundation is now a lasting memorial to all those persons from the field of insurance who died in the Armed Services during World War II.

Supported by companies, associations, agencies and individuals in all segments of the industry, the Foundation aims to advance insurance to an ever higher status as an honored profession.

Early funds established a special insurance library at the College of Commerce and Administration on the campus of The Ohio State University. The Foundation's activities have grown to include many important phases of insurance education, including: award of scholarships at Ohio colleges, development of research projects, publication of qualified insurance materials, stimulation of student interest in campus insurance societies, career guidance in many insurance fields, cooperation for the Annual Insurance Conference held at the University, sponsorship of The Insurance Hall of Fame, encouraging better insurance public relations and understanding through improved insurance and risk management education.



The Ohio Union Building site of the Insurance Conferences, opened in the Fall of 1951 and is the center of student campus activity. It is also the location of the University's expanding continuing education programs. Its two main ballrooms, drop their daytime business formality to ring with the sounds of music and dancing feet on the nights of the all-campus dances. In addition to the ballrooms, the Union houses several cafeterias, a dining room, lounges, a conference theater, bowling alleys, and offices of the various student organizations. (Photo: Courtesy Department of Photography, Ohio State University).

These specific awards are now available: Murray D. Lincoln Fellowship in Insurance . . . \$1800, Ralph W. Hoyer Scholarship in Insurance . . . \$600, Columbus Chapter, C.P.C.U. Scholarship . . . \$300, Griffith Scholarships (for Ohio college undergraduates) each . . . \$300, M.B.A. scholarships, and research grants . . . \$500 to \$2000. These are some of the insurance scholarship awards made annually to undergraduate and graduate students.

The Insurance Hall of Fame

The annual Insurance Conference held at the University attracts numerous insurance men from all over the United States, Canada, and Latin America. Prominent leaders discuss current and significant industry trends and problems.

The Insurance Hall of Fame has gained international attention as a part of this annual Conference. It

recognizes a few outstanding insurance men each year for their vision, integrity, innovation, enterprise and leadership.

The Griffith Foundation Trustees, who sponsor the Hall of Fame awards, are a carefully selected group of well-qualified men. All lines of insurance, and both management and field activities are represented by its company presidents, executives, fieldmen and organization directors.

Members of the Insurance Hall of Fame

Member	Date of Election
Benjamin Franklin	1957
Elizur Wright	1957
Solomon Stephen Huebner	1957
Charles Evans Hughes	1958
Ralph Harrub Blanchard	1958
Albert F. Dean	1959
Frederick Hudson Ecker	1959
John Anthony Diemand	1960
Morris Albert Linton	1960

(Continued on page 33)

Twelfth Annual Insurance Conference The Ohio State University

MARCH 9th & 10th, 1961

Sponsored by THE COLLEGE OF COMMERCE

THURSDAY—MARCH 9th

RISK MANAGEMENT SESSION

(East Ball Room—Ohio Union)

Chairman:

E. R. Zimmerman, Regional Vice President—
American Society of Insurance Management, Inc.,
Director of Insurance—American Bakeries Co.,
Chicago, Illinois



E. R. Zimmerman

- 9:00 A.M.
to 11:45 A.M. — First Tour to Battelle Institute Nuclear Reactor, West Jefferson, Ohio (meet Conference Theatre, Ohio Union)
- 11:30 A.M.
to 12:00 Noon— **Registration**, East Ballroom, The Ohio Union, The Ohio State University
- 12:00 Noon — **Luncheon**, East Ballroom, The Ohio Union
- 1:00 P.M. — **Welcome:**
From the University: **Dr. David L. Bickelhaupt**, C.P.C.U., Associate Professor, College of Commerce and Administration, The Ohio State University
From the Central Ohio Chapter, American Society of Insurance Management, Inc. **Mr. E. W. Altstaetter**, C.P.C.U., Insurance Representative, North American Aviation, Columbus, Ohio
- 1:00 P.M. — **"Fundamentals of Risk Management":** **Dr. Robert A. Rennie**, Vice President-Research, Nationwide Insurance Companies, Columbus, Ohio
- 1:30 P.M. — **"Corporations and the Captive Insurer":** **Mr. Frederick M. Reiss**, President, American Risk Management, Inc., Youngstown, Ohio
- 2:00 P.M. — **"Risk Management in the Nuclear Age":** **Dr. Donald L. MacDonald**, Associate Professor of Insurance, School of Business Administration, University of Michigan, Ann Arbor, Michigan
- 2:30 P.M. — **"Insuring the Nuclear Risk":** **Mr. William D. Kientz**, Co-owner, McElroy-Minister Company, Columbus, Ohio
- 3:00-3:15 P.M.— **Discussion**
- 3:15-5:45 P.M.— **Second Tour to Nuclear Site** (for those not attending morning tour)
- 3:15-4:00 P.M.— **Informal Discussion**
- 4:00 P.M. — **Adjournment**
(There will be no formal dinner or evening program on Thursday, March 9)



Dr. David L. Bickelhaupt



E. W. Altstaetter

Insurance Conference State University

OF COMMERCE and ADMINISTRATION

COLUMBUS, OHIO

FRIDAY—MARCH 10th

FIRE AND CASUALTY SESSION

(East Ball Room—Ohio Union)

Chairman:

Paul R. Gingher, President,
State Automobile Insurance Company,
Columbus, Ohio

- 9:00 A.M.
to 9:30 A.M. — "The Corporation Looks at Insurance": **Mr. T. V. Murphy**,
President, American Society of Insurance Management, Inc.
(Insurance Manager, Maryland Shipbuilding and Drydock
Company, Baltimore, Maryland)
- 9:30 A.M.
to 9:50 A.M. — "A Case Study in Risk Analysis: the Problems and Tech-
niques": **Dr. Edwin S. Overman**, C.P.C.U., Assistant Dean,
American Institute for Property and Liability Underwriters,
Inc., Philadelphia, Pennsylvania
- 9:50 A.M.
to 10:00 A.M. — Coffee break
- 10:00 A.M.
to 11:30 A.M. — "A Case Study in Risk Analysis: Alternative Solutions":
Mr. Jason Crain, C.P.C.U., C.L.U., Associate, Insurance
Analyst and Consultant, Cleveland, Ohio
Mr. Henry K. Duke, F.I.A.A., C.P.C.U., C.L.U., Insurance Con-
sultant, Cumberland, Maryland
Mr. A. Hawthorne Criddle, C.P.C.U., Executive Vice Presi-
dent, Osteimer-Walsh, Inc., Philadelphia, Pennsylvania
- 11:30
to 12 Noon — Discussion



T. V. Murphy

LIFE AGENCY MANAGEMENT SESSION

(Conference Theatre)

Chairman:

Frank L. Barnes, President,
Ohio State Life Insurance Company and
Columbus Mutual Life Insurance Company,
Columbus, Ohio

- 9:00
to 9:45 A.M. — "Employee Benefit Plans for the Small Employer": **Mr. Jack
N. Meeks**, J. N. Meeks and Company, Columbus, Ohio
- 9:45
to 10:30 A.M. — "Preparing for Selling the Business Life Insurance Market":
Mr. James F. Norton, C.L.U., Editor, *Management Plan
Service*, Research and Review Service of America, Inc.,
Indianapolis, Indiana
- 10:30
to 10:45 A.M. — Coffee Break
- 10:45
to 11:30 A.M. — "The Possible Impacts of Federal Health Insurance Proposals
on Insurance": **Mr. W. Lee Shield**, Executive Vice President,
American Life Convention, Chicago, Illinois
- 11:30
to 12:00 Noon — Discussion

INSURANCE HALL OF FAME

(West Ball Room—Ohio Union)

Sponsored by

The Charles W. Griffith Memorial Foundation
for Insurance Education

Chairman

Dr. John S. Bickley, University of Texas

12 NOON LUNCHEON — INDUCTION CEREMONIES



Arthur I. Vorys

Director of Ceremonies:

Arthur I. Vorys, Attorney at Law, Columbus, Ohio; former Superintendent of Insurance, State of Ohio; member of Central Ohio Chapter, ASIM; and President of The Charles W. Griffith Memorial Foundation for Insurance Education.

CONFERENCE GENERAL SESSION

(West Ball Room—Ohio Union)

Chairman:

Dr. John T. Bonner, Associate Professor,
College of Commerce and Administration,
The Ohio State University

- 2:30 to 3:00 P.M. — "Summary of the All-lines Aspects of a Case Study in Risk Analysis"
Mr. Loren W. Smoyer, C.P.C.U., President, Loren W. Smoyer Co., Inc.; Vice President, F. J. Flynn Associates, Inc., Garden City, N.Y.
- 3:00 to 4:30 P.M. — "A Symposium on an Insurance Crisis: the Need for Knowledge and Understanding"
- "The Education and Research Challenge for the Universities"
Dean William T. Beadles, C.L.U., Vice-President Illinois Wesleyan University, Bloomington, Illinois
- "The Education and Research Challenge for the Industry"
Mr. David J. McGrath, President, Insurance Company Education Directors' Society (Training Director, Allstate Insurance Company, Skokie, Illinois)
- "The Public Relations Challenge"
Mr. Blake T. Newton, Jr., Executive Vice-President Institute of Life Insurance, New York City, New York

(From page 29)

Visit to Battelle Memorial Institute Research Reactor is Feature of Program

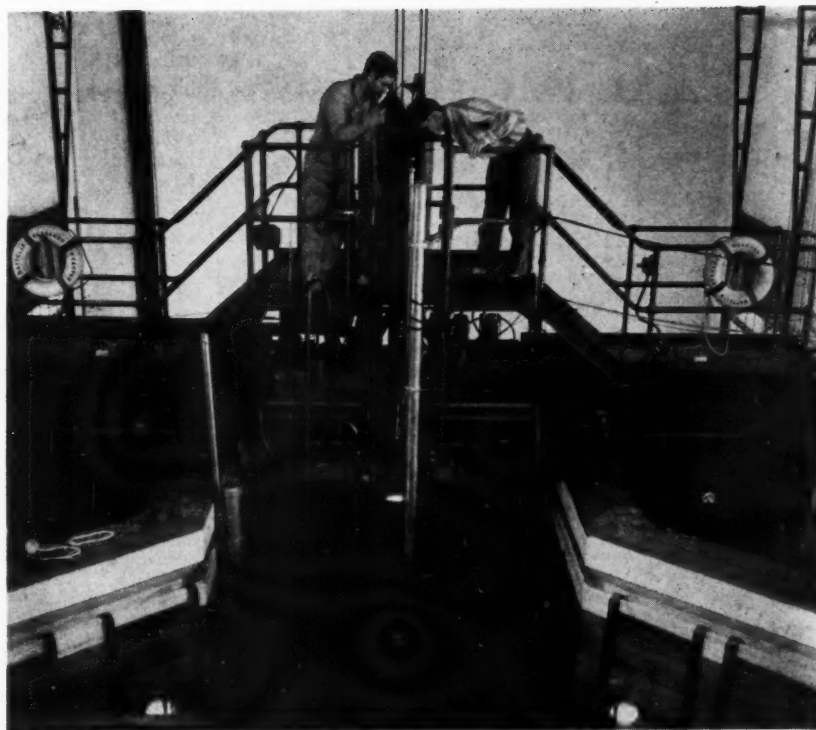
Battelle Memorial Institute was founded by the will of Gordon Battelle as a memorial to the Battelle family. The Battelles were among the first settlers of Ohio and were prominent in the development of the state's iron and steel industry. Gordon Battelle, last of the family line, was impressed with the benefits to be derived from scientific research and the making of scientific discoveries and inventions. The Institute began operations in 1929.

In order to realize its altruistic aims and to extend further its benefits to society, Battelle also contracts with industry and government for the support of its scientific research. As established, Battelle provides on a not-for-profit basis, the physical plant, equipment, and personnel for the conduct of such research. The results of this research are utilized to benefit the public welfare and to encourage progress in science and technology.

There are Battelle research centers at Frankfurt, Germany and Geneva, Switzerland, in addition to the one in Columbus, Ohio.

Research Reactor

The 1-megawatt Battelle Research Reactor is designed to provide an intense source of neutrons and gamma rays for experimentation. The core of MTR-type aluminum fuel assemblies is suspended in demineralized water, 25 feet below a mobile bridge. There are two hot cells for the processing of radioactive materials, and for the study of radiation effects on materials. One cell with three-foot-



Capable of operating at a power of two million watts, the Battelle Research Reactor is designed to provide an intense source of neutrons and gamma rays for research experiments in virtually all fields of advanced technology. The glow beneath the surface of the water in this pool-type reactor is caused by the radiation emitted from the reactor core.

thick windows and walls will safely handle about 10 million curies of a 1-Mev gamma emitter. A large variety of remote-control facilities is used within the cells. Six sets of mechanical remote manipulators are used to handle material and tools. In addition, there are a lathe and milling machine, metallograph and hardness tester, mounting

press and polishing wheels, periscopes for magnified viewing and photography and two 1-ton cranes. In addition to the facilities located at the West Jefferson site there are complementing and supporting research facilities for nuclear energy at Battelle's other Columbus, Ohio laboratories.

1961

West Coast Risk Management Seminar

Sponsored by the West Coast Chapters
of the
American Society of Insurance Management, Inc.

(Northern California, Southern California, Oregon & Washington Chapters)

MAY 11, 12, 13

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Co-Chairman:

E. B. Paris, Manager, Insurance Department
Boeing Airplane Company, Seattle, Washington

**SEMINAR I INTRODUCTION TO THE RISK MANAGEMENT CONCEPT OF INSURANCE
"BUYING" AND "ADMINISTRATION"**

Discussion Leader—Don Rader, Pacific American Fisheries, Inc., Bellingham, Washington.

An orientation seminar for corporate insurance buyers. A consideration of procedures and methods for—examining "risk"; selecting insurable exposures; selecting the broker and the coverage contracts and insuring companies; communicating with other company departments; reporting

and auditing insurance consumption reports (expenses); handling claims, safety, the employee and the public; and finally reporting to Management on the problem and the accomplishment.

**SEMINAR II RISK MANAGEMENT OF MULTIPLE LOCATION PROPERTIES — STUDY IN
COMMUNICATION TECHNIQUES**

Discussion Leaders—Edward Bolin, Northwest Natural Gas Company, Portland, Oregon
Ray L. Francis, The First National Bank of Portland, Portland, Oregon

A workshop seminar determining the most effective methods and techniques of establishing communications with multiple locations for centralized control of physical damage, liability, fidelity and surety coverages; forms of resume of coverages; handling insurance company

recommendations, inspection reports, and fire protection changes; loss adjusting procedures; and keeping coverages current; obtaining insurance company cooperation and limitation of their services; evaluating and comparing manuals and forms used.

SEMINAR III APPROACHES TO REDUCTION OF INSURANCE COST

Discussion Leader—Lon Varnadore, Weyerhaeuser Company, Tacoma, Washington

A workshop seminar to review current money saving practices in buying insurance and to explore means of expanding them. In addition to reviewing accepted means of economy through non-insurance, funding, deductibles, excess coverage, captive insurance companies, and the

criteria for their use and the advantages and pitfalls of such approaches, this seminar will have an "Open-End" for development of new approaches. Emphasis will be on new and unusual ways to reduce cost through group evaluation by experienced risk managers.

"This advertisement is typical of the advertising program carried on by the Atlantic Companies in the nation's press and insurance periodicals over the past 22 years in support of the independent insurance producer."

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In insurance, as in many other fields, there is no monopoly on good ideas, good service, or good rates. One company may have developed a better policy for the homeowner in some areas. Another company may boast lower rates on certain forms of insurance. Still a third may be especially noted for prompt service.

Which of these companies should you insure with? If you ask a company representative, he will usually try to persuade you that *his* company—and *only* his company—is best for you.

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- ✓ *Because he represents not one but several insurance companies, he can be impartial in picking the best company for your individual needs.*
- ✓ *Because he's a professional insurance man, not just a salesman, he keeps up with new types of insurance coverage and makes certain your insurance is up to date.*
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Hearing Conservation—Maas

(From page 26)

Next, once noise-induced deafness makes its initial destructive impact on the hearing mechanism, it tends to level out and the increments are less as the age of the worker increased until age 50. Is it good to hire a person with a hearing loss? Certainly, if he has the required occupational skills and you have a record of his initial hearing level at the time of employment. It is better if you make the wearing of hearing protection mandatory to save the hearing sensitivity which remains. By wearing of ear protectors, you may be able to maintain hearing acuity which keeps one a "hearing" individual.

Non-Auditory Effects

What about the non-auditory effects of noise on people? What about work performance, fatigue, annoyance, safety performance, etc.? Let's review for a moment what the authorities have to say. Of course, we know these factors are very hard to define and very hard to study and measure. We have some statements, however, that are encouraging and which lead us to believe that for the most part the greatest effect of noise on human tissue is the destruction of the hearing mechanism.

Doctor Aram Glorig, director of

the Subcommittee on Noise in Industry of the American Academy of Ophthalmology and Otolaryngology says, "Efficiency and performance of mental and motor tasks in industrial settings is only temporary in effect by exposure to unfamiliar or intermittent noise. Physiological changes resulting from noise exposure lessens with repetition, of the exposure. At typical industrial noise levels it appears that no unhealthy physiological reaction results even from prolonged exposures.

"The nonauditory effects produced by typical industrial noise exposures, speech interference, annoyance, dangers in efficiency, physiological changes, do not constitute a health hazard. Whether the nonauditory effects of the extremely high noise levels generated by jet engines and rocket engines will constitute such a hazard remains to be seen. The auditory effects of noise exposure are a serious threat to a large segment of the industrial population. Permanent handicapping hearing loss can be produced by extended exposure to many industrial noises."

Paul Veneklasen, director of the Western Electro-Acoustic Laboratory also said, "Take the matter of fatigue from noise for example, any of us would claim that it is fatiguing to work in noise, but controlled tests do not confirm this.

What they actually seem to prove, is that fatigue is a byproduct of annoyance. If high motivation counteracts annoyance there is no fatigue. Yet, statistics do tend to indicate greater absenteeism and turnover in noisy industries."

Work performance has been studied in a number of field and laboratory situations. Investigation of such factors as reaction time, learning ability, performance, or intelligence tests and performance of psycho-motor tasks such as typing, aiming of guns and operations of machinery in which some motor skills were involved. In general the majority of experiments have shown only slight, if any, damaging effects of noise with performance. Indeed, some tasks showed improvement in performance under noisy conditions.

Authorities hasten to caution against the drawing of far-reaching conclusions in the latter case until further substantiation of evidence is produced.

In regard to the effect of noise on an intellectual task, Doctor B. E. Broadbent in an article published by the Journal of the Acoustical Society of America, September 1958, suggested that intellectual work is impaired by noise under appropriate conditions.

Doctor Glorig says, "In many respects it seems the effects of noise depends largely on the in-

(Concluded on page 38)

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An association of leading American capital stock fire, marine, casualty and surety insurance companies providing insurance protection in foreign lands

Hearing Conservation—Maas

(From page 36)

dividual differences of the people, what is music for one may be disturbing for another. There appears to be a place of Commonality that exists for controlling the harmful and annoying effects of noise. When the speech interference levels, damage risk criteria and annoyance values are considered, it is seen that noise levels which approximate 90 db become critical. The maintenance of an environment control sound pressures for one of these factories should bring improvements in the others as well. The fact that a noise produces annoyance does not, contrary to popular belief, mean that exposure to that noise will necessarily produce a hearing loss and that it is bad for health."

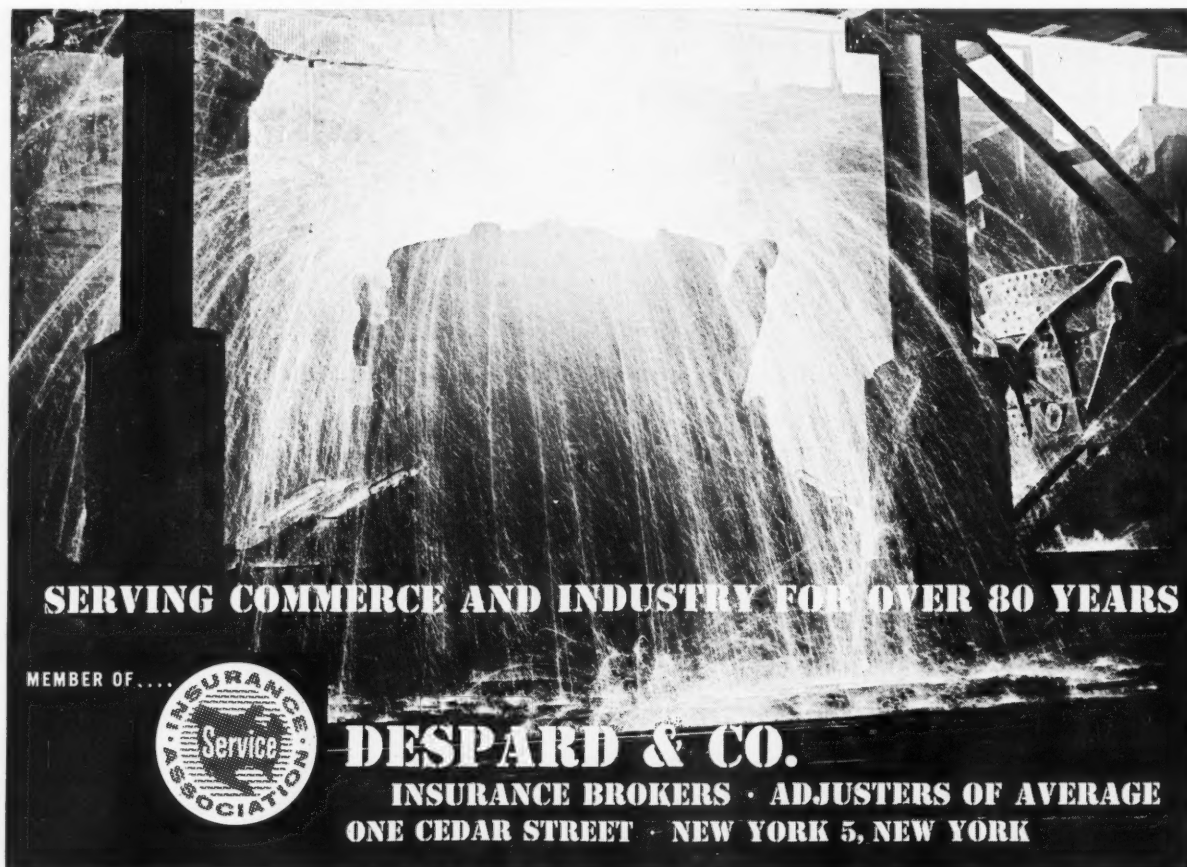
What Can Be Done

In conclusion, because the real rewards of hearing conservation efforts like other human conservation activities in which you and I are engaged, lag behind our interest in natural resources, which lie far in the future as well, it is too much to expect great fervor or excitement on the part of workers or even management, to do all of the things which should be included in any effective hearing conservation effort. Yet, I think all of us take some comfort from the fact that we are trying. Something can be done to keep our workers' hearing intact.

One writer recently expressed his views this way, "Noise control will not spread like television, but it is not impossible that it will constitute a flourishing and widely recognized department of industry


in 20 years time." I know it is easier to count the number of workers who resist for example, ear protection, probably because they make more noise, than it is possible to count the number who are accepting and receiving help, but the road ahead still looks promising and seems to cover more people each year. Through the establishment of functional hearing conservation programs we are not only guarding our economic welfare and keeping costs down, but we shall also be contributing to the health, welfare, and happiness of our fellow workers. As one authority recently stated, "There is no unknown aspect to the noise problem which justifies delayed action."

(Address Before the Chicago Chapter, The American Society of Insurance Management, Inc.)

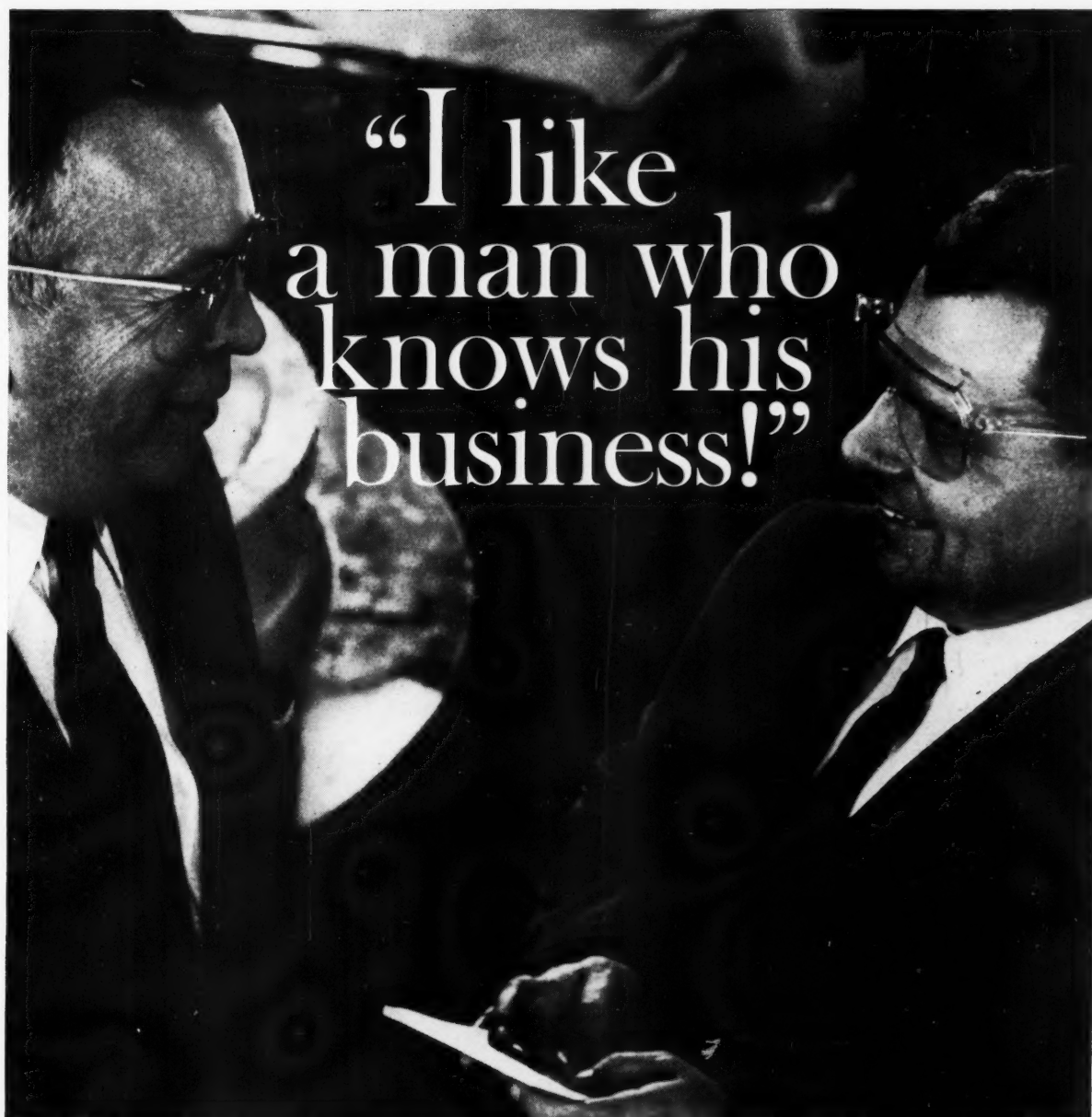


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LIABILITY INSURANCE COMPANY

Your American Mutual Service Executive is in the Yellow Pages. He is an expert in Workmen's Compensation, all forms of Liability, Crime, Accident and Health Insurance.

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Wakefield, Massachusetts

Those are the words of George R. Bennett, Jr., above left. Mr. Bennett is president of The Federal Bearings Co., Inc., one of the nation's largest producers of ball bearings. Here he chats with Ray Ebe, American Mutual's sales manager in Poughkeepsie. Through constantly improving insurance protection, Federal Bearings has enjoyed Workmen's Compensation insurance rates which over the past five years have averaged 24.7% lower than its industry.

The secret of our ability to provide better protection at lower cost lies in the thoroughness with which we select and continuously train our servicing people. Because of these special qualifications all of our service people, located in 81 offices throughout the U.S., may be a little more valuable to you in many ways.

ASIM Releases Results of Survey on Members' Use of Insurance Brokers

On November 14th, 1960, the following letter with questionnaire was sent to all members of The American Society of Insurance Management, Inc.:

Dear Member:

Recently the subject has been raised by some of our members as to whether the great majority of leading industrial concerns have one or more brokers handling their business. As an insurance buyer for one of the nation's foremost corporations we realize that your busy schedule may preclude you from discussing in detail the pros and cons of the use of single or multiple brokers. However, it would be appreciated if you would take five minutes of your time to reply to the questionnaire enclosed. Your answers, of course, would be held in the strictest confidence and only the consolidated statistics will appear in our bi-monthly publication.

A self-addressed envelope is enclosed.

Very truly yours,
(signed) Peter A. Burke
Managing Director

Questionnaire (please check one)

1. Are the operations of your corporation concentrated in one geographical area?
Concentrated _____ Decentralized _____
If your operations are decentralized, are they sectionalized, nationwide or worldwide?
Sectional _____ Nationwide _____ Worldwide _____
2. As an insurance buyer, do you require the services of a broker or is your business written directly with the carrier?
Broker _____ Carrier _____
3. If you require the services of a broker, do you have one or more?
One Broker _____ Two Brokers _____ If more than two, how many _____
4. If more than one broker is used, are they selected for a particular line of insurance or do they compete on the same lines?

5. What are your principal reasons for using _____ one _____ two _____ brokers?
_____ more than two
- a. _____
b. _____
c. _____
6. If you would care to elaborate on any of your answers, please feel free to do so.

MEMBER COMPANY

ADDRESS

RESULTS OF SURVEY

(January 5, 1961)

Number of replies received	769
Number of firms using no broker	37
Total number using a broker	732

Of these:

39% (284) employ a single broker. The principal reasons stated were: service, ease of administrative handling and knowledge of the account.

26% (187) utilize two brokers.

35% (261) use more than two brokers. It is interesting to note that of the companies utilizing more than two brokers, approximately 57% were doing business either on a nationwide or worldwide basis and many of these were required to employ more than two brokers because of regional or local regulations.

The following schedule sets forth in a little more detail the results of the survey as summarized above and notes whether the companies operate in one centralized area or are decentralized on a sectional, nationwide, or worldwide basis.

BROKERS	CENTRALIZED	SECTIONAL	NATIONWIDE	WORLDWIDE	TOTAL	% OF TOTAL*
No Brokers	11	5	12	9	37	4.81
1	75	62	90	57	284	36.93
2	37	49	53	48	187	24.32
3	21	10	18	30	79	10.28
4	11	11	15	21	58	7.54
5	7	5	13	12	37	4.81
6	4	4	4	6	18	2.34
7	3	1	4	—	8	1.04
8	—	—	—	1	1	.13
9	—	1	—	2	3	.39
10	—	1	4	4	9	1.17
11	1	—	—	—	1	.13
12	1	1	—	1	3	.39
13	—	1	—	—	1	.13
15	1	1	—	—	2	.26
20	—	—	1	1	2	.26
21	—	—	—	1	1	.13
30	1	—	—	—	1	.13
48	—	—	1	—	1	.13
50	3	—	—	—	3	.39
More than 2	12	5	5	11	33	4.29
	188	157	220	204	769	100.00%

* These percentages will vary from those summarized above because the firms not using a broker have been included in this total.

Liability Coverage—Knoll

(From page 8)

However, in recent years the public has become more claims conscious, with and without the assistance of so called "negligence attorneys." The latter, especially, have been trying to find a way to collect damages, in excess of Workmen's Compensation Benefits, for injured workmen. If every employee were financially well-to-do, verdicts against him would be collectable. But this is not so, and unless he is, or can be protected by a high limit liability insurance policy there is no sense in "suing him." There is an old saying to the effect that "you can't squeeze blood out of a stone."

The question, therefore, is—Does the employer want to take on this liability for which he has no legal liability? Let me outline for you how we are handling this matter with our policyholders.

For some time Liberty Mutual Insurance Company has, when a policyholder so desires, endorsed their General Liability Policy to include, as additional insured, any employee of the named insured, subject to provisions "that the insurance so provided any employee does not apply to liability to another employee of the same employer injured in the course of and arising out of his employment or for injury to or destruction of property owned, occupied or used by or in the care, custody or control of the insured employee's employer." Through the years we have received requests from some policyholders that the exclusion of coverage for injury to another employee of the same employer be deleted. In almost every such case we have carefully reviewed the matter with the Policyholder and have been able to satisfy our Policyholder that it was against his interest to have the exclusion deleted.

A General Liability Policy does not give an insured thereunder coverage for his liability for bodily injury to one of his employees or for injury to or destruction of property rented to or occupied or used by or in the care, custody or control of such insured. Further, the policy is so written that each insured thereunder has the same coverage that he would have had, had the policy been issued separately to each insured under the policy. It follows then that if the policy is written to make each of the employees of the named insured an additional insured, the insurance afforded the employee should be limited to exclude coverage for bodily injury to another employee of the same employer and for injury to or destruction of property owned, occupied or used by, rented to, or in the care, custody or control of the employer of the insured employee. Otherwise, losses incurred by the general liability insurer will be increased and when this happens the cost for the insurance, of course, also increases.

A substantial proportion of property losses suffered by employers result from the negligence of their employees. Perhaps the best illustration of this fact is the many fires resulting from the careless handling of inflammable substances. It is not the function of a General Liability Policy to protect a named insured against injury to or destruction of his own property or, subject to certain exceptions, property which is rented to him or is in his care, custody or control. Protection against such losses is ordinarily afforded by the common forms of fire insurance or other physical damage insurance. If we do agree to make each employee an additional insured there must be exclusion of coverage for liability of property losses of the kind discussed.

For a business organization to provide, under its General Liability Policy, coverage to each of its employees for liability for bodily injury to another employee of the same employer will, in the long run, very much increase the cost of such insurance. At the present time, except for an occasional claim by an employee against a Corporate Officer or other Executive, claims by one employee against another are almost unknown. Once the employees of a business organization learn that insurance for such claims exists, claims against fellow employees, foremen, assistant foremen, group leaders and other lower-grade supervisors will become common with the result that each serious injury case will be transformed from a Workmen's Compensation Claim to a Liability Claim. If casualty insurers, generally, so write their liability policies as to give coverage to employees of their named insureds for bodily injury to another employee of the same employer, our present Workmen's Compensation Insurance System will be seriously undermined and we will return, with respect to employee work injuries, to the situation which existed prior to the passage of the Workmen's Compensation Laws. One big difference will be that the employers, through their Workmen's Compensation Insurance, will be financing the plaintiffs in suits in which, if the plaintiffs are successful, the employers will pay the judgments. It is not necessary probably to point out to you how satisfactory that situation would be to the National Association of Compensation Claims Attorneys. It should not be necessary to point out that the cost of General Liability Insurance would increase very substantially.

The following states, either by judicial decision or by express provision in their Workmen's Compensation Laws, do not now permit an employee, injured in the course of and arising out of his employment, to bring an action for damages against another employee of the same employer:

Arizona	Oklahoma (except in death cases)
California	Oregon
Colorado	South Carolina
Idaho	Tennessee
Illinois	Texas
Massachusetts	Utah
Michigan	Virginia
Nevada	Washington
New York	West Virginia
North Carolina	

California was added to the above list as a result of a law enacted in 1959 because of a large judgment returned against an Executive Officer of a Corporation. California employers persuaded the legislature, in the face of strong opposition, that an employee who suffers a work injury covered by the Workmen's Compensation Law should not have a right of action against another employee of the same employer.

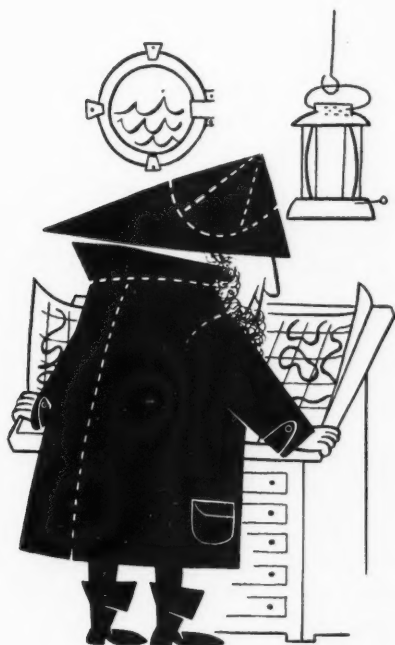
Does anyone doubt that if it becomes generally known that the casualty insurance industry, is willing to insure employees against liability for injury to other employees most, if not all, of the above states will pass statutes giving an employee who suffers a work injury by the negligence of another

employee of the same employer a right of action against the latter? A far wiser course for employers to follow would be for them to bring pressure on the legislatures of those states which permit such actions, to pass statutes similar to that enacted in 1959 by California. In other words, have Workmen's Compensation Laws provide that Workmen's Compensation Benefits are the exclusive rights of the injured employee and no employee can recover damages from another employee of the same employer.

At the present time the Standard General Liability Policies include the following definition of "insured":

The unqualified word "insured" includes the named insured and also includes any Executive Officer, Director or Stockholder thereof while acting within the scope of his duties as such, and any organization or proprietor with respect to real estate management for the named insured. If the named insured is a Partnership, the unqualified word "insured" also includes any partner therein but only with respect to his liability as such.

(More on page 45)



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when you place your insurance with one of the companies in the Kemper Insurance group... offering

- ... all lines of insurance including Ocean Marine
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- ... unquestioned financial security

Although we sell only through agents and brokers, we will be glad to give you information through our special field representatives. Write to:

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AMERICAN MOTORISTS INSURANCE COMPANY
AMERICAN MANUFACTURERS MUTUAL INSURANCE COMPANY
CHICAGO 40



On December 15th, Peter A. Burke, Managing Director of ASIM, and Mrs. Burke, Editor of "The National Insurance Buyer" were guests of Montreal Insurance Buyers Association, ASIM.

Here they are shown at the Mount Stephen Club in Montreal, before the luncheon meeting:

Left to right: Glen Buchanan, Secretary-Treasurer (Montreal Insurance Buyers Association); Len Moore, Chairman-Program Committee; George Willis, Chairman-Membership Committee; Mrs. Burke; Alan A. Sharp, President; Peter A. Burke; Colin Perry, Vice-President; and Jim Reid, Chairman-Publicity Committee.

Liability Coverage—Knoll

(From page 43)

This definition is satisfactory to most policyholders. However, because managerial employees of a large Corporation often have sufficient assets to make them attractive targets for suits by employees of their employer, we have, for such policyholders who wanted us to do so, endorsed their General Liability Policies to include Executives generally, as insured. In each such case the additional persons made insureds are accurately described. To illustrate, we insure a large merchandising corporation with countrywide retail stores. Its General Liability Policy includes as additional insureds the Manager and Assistant Manager of each such store. In short, we are, in general, willing to make an insured any employee of a policyholder provided such employee has today a real risk of actual loss by reason of suits by employees of their employer who have been injured at work. Otherwise, we have consistently advised our policyholders that, in their own interests, they should not buy insurance which protects everyone of their employees against liability for injury of another employee of the same employer. We are convinced that it is unwise for business management to assume the liabilities of such broad coverage.

We recommend, if the reason behind a policyholder's desire for coverage for employees, is to protect certain Executives against an actual risk of loss of their own property, by reason of liability to other persons, arising out of such Executives' work, that they designate to us precisely, not by name, but by job description, exactly which Executive employees, including Corporate Officers, they wish covered. We will then endorse our General Liability Policy to include such employees as insureds, subject to an exclusion of coverage for injury to or destruction of property owned, used or occupied by or in the care, custody or control of the employer of each such employee insured. With respect to Executive employees (which does not include Factory Superintendents and lower grade Supervisors) the exclusion of coverage for liability to another employee of the same employer can soundly be waived. With respect to all other employees who are made insureds, such exclusion, in the policyholder's own interest, should be retained.

Because it is a matter of great interest to the entire casualty insurance industry, we have discussed it many times with responsible representatives of other large casualty companies. Every such person has agreed with the line of thinking expressed in this talk.

(Concluded on page 48)

In

Among the many functions of a competent insurance agency is the knowledge of insurance markets — where to secure the broadest coverage in financially sound companies at minimum cost.

Your

We pride ourselves, as do insurance buyers, on our ability to keep informed of the ever-changing insurance source of supply.

Service

If you have a problem, we believe one of our specialists can help solve it.

BYRNES—McCAFFREY, INC.

Detroit

1534 East Jefferson Avenue

Chicago

141 West Jackson Boulevard

49th Annual Financial Statement

MICHIGAN MUTUAL LIABILITY COMPANY

HOME OFFICE—DETROIT 26, MICHIGAN

Fiscal Year Ending December 31, 1960 As Filed With State Insurance Departments

Directors

E. R. Ailes.....Detroit
 *J. W. Armstrong.....Detroit
 President
 Darin & Armstrong, Inc.
 L. J. Carey.....Detroit
 1st Vice President
 of the Company
 M. A. Cudlip.....Detroit
 President-Treasurer
 McLouth Steel Corp.
 Edward J. Frey, Grand Rapids
 President
 Union Bank and Trust Company
 of Michigan
 *Eldon H. Henderson,
 Sandusky
 President
 Yale Rubber Mfg. Company
 A. F. Jackson.....Detroit
 R. J. Ladd.....Detroit
 Vice President
 of the Company
 J. C. Linsenmeyer, New York
 Executive Vice President
 American Radiator & Standard
 Sanitary Corp.
 W. K. Lomason.....Detroit
 President
 Douglas and Lomason Co.
 *H. John Lowry.....Detroit
 President of the Company
 Arnold F. Malow.....Detroit
 Chairman of the Board
 Barton-Malow Company
 William D. McIntyre, Monroe
 Executive Vice President
 General Manager
 Monroe Auto Equipment Co.
 *Walter E. Otto.....Detroit
 Chairman of the Board
 of the Company
 *H. D. Palmer.....Detroit
 Chairman of the Board
 Fenestra, Inc.
 *P. M. Park.....Alpena
 Vice President
 Besser Company
 E. G. Poxson, Jr.....Detroit
 Secretary-General Counsel
 of the Company
 James R. Seyferth, Muskegon
 President
 West Michigan Steel Foundry Co.
 Harry Swanson.....Detroit
 *Reed C. Zens.....Detroit
 Secretary-Treasurer
 Northern Engineering Works
 *Member of the Executive
 Committee

Assets

CASH IN BANKS AND OFFICE	\$ 4,739,796.67
UNITED STATES GOVERNMENT OBLIGATIONS	37,734,133.16
CANADIAN GOVERNMENT OBLIGATIONS	166,379.68
STATE, MUNICIPAL, AND OTHER BONDS	18,940,032.34
UTILITY, INDUSTRIAL, BANK, AND OTHER STOCKS	3,278,827.67
REAL ESTATE AND BUILDINGS	4,713,848.45
PREMIUMS IN COURSE OF COLLECTION (Less than 90 days due)	8,912,432.14
ACCRUED INTEREST ON INVESTMENTS	415,095.56
OTHER ADMITTED ASSETS	155,562.43
TOTAL ADMITTED ASSETS	\$79,056,108.10

Liabilities

RESERVE FOR LOSSES AND CLAIM EXPENSES	\$48,488,967.88
RESERVE FOR UNEARNED PREMIUMS	16,703,469.63
RESERVE FOR DIVIDENDS (Declared)	988,679.75
RESERVE FOR FEDERAL AND OTHER TAXES	1,180,442.43
RESERVE FOR ACCOUNTS PAYABLE	673,164.91
TOTAL LIABILITIES	\$68,034,724.62

Surplus Funds

GUARANTY FUNDS	\$1,000,000.00
RESERVE FOR INVESTMENT FLUCTUATIONS	1,000,000.00
RESERVE FOR DIVIDENDS NOT DECLARED	1,000,000.00
SURPLUS (Unassigned Funds)	8,021,383.48
TOTAL SURPLUS TO POLICYHOLDERS	\$11,021,383.48
TOTAL LIABILITIES AND SURPLUS FUNDS	\$79,056,108.10

TOTAL NET PREMIUM WRITINGS: \$53,319,561.94 . . . AN INCREASE OF \$2,649,809.46 OR 5.23%

BONDS ON AMORTIZATION VALUE BASIS. STOCKS ON NATIONAL ASSOCIATION OF INSURANCE COMMISSIONERS CONVENTION VALUE BASIS.

REAL ESTATE AND BUILDINGS (HOME AND BRANCH OFFICES AND PROPERTY SOLD ON LAND CONTRACT) AT ACTUAL COST LESS DEPRECIATION.

UNITED STATES AND CANADIAN GOVERNMENT BONDS CARRIED AT \$1,897,334.73 IN THE ABOVE STATEMENT ARE DEPOSITED AS REQUIRED BY LAW.

TOTAL DIVIDENDS TO POLICYHOLDERS \$71,748,176.27

The Annual Meeting of the Company is held on the last Thursday of March of each year at 10:30 A.M. at the Home Office of the Company in the City of Detroit, Michigan.



FOUNDED IN 1912

Workmen's Compensation • Automobile

Homeowners • Fire • Inland Marine

Burglary and Fidelity

General Casualty Insurance

Zoning—Even

(From page 24)

recognized appraisal company with a staff qualified to appear as experts in a valuation lawsuit.

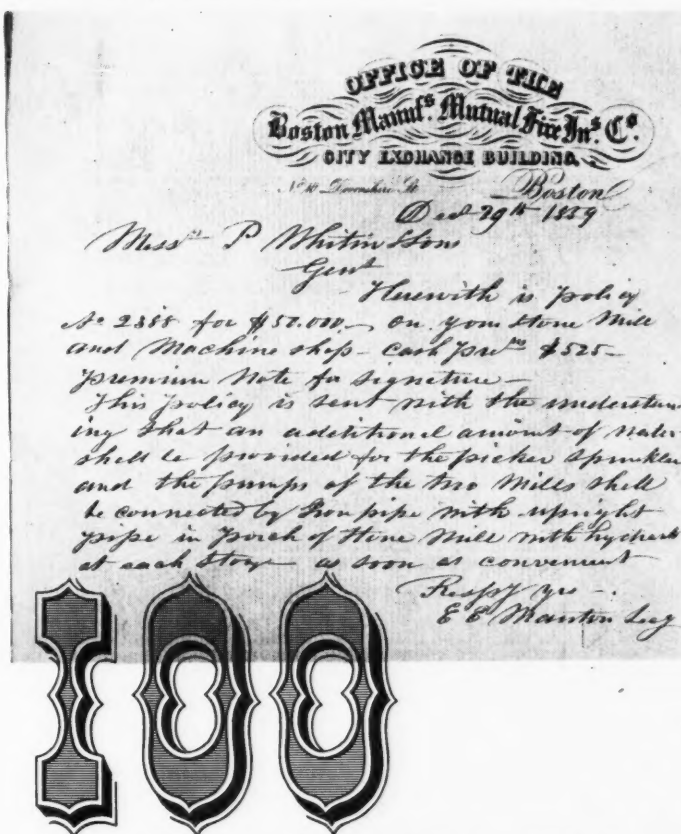
We would like to call your attention to the language which is used in many ordinances which control the action that shall be taken if the property is destroyed or damaged. The Chicago Ordinance limits the perils causing damage or destruction to "fire, other casualty or act of God." We have no knowledge of the manner in which the language will be interpreted by the Commission or by the Courts. "Fire" requires no definition. Its meaning is generally understood, and no problem can be anticipated by its use in this manner. The same cannot be said of the words "other casualty." While there seems to be few decisions in which the identical language as employed in this ordinance has been construed, the words "other casualty" as used in other agreements have been generally interpreted to mean events or accidents which human foresight or prudence cannot guard against or prevent, and do not refer to happenings within human foresight and control. "Casualty" means accident; that which comes by chance without design or without being foreseen. In a case in which this problem was before a Federal Court, the court said:

"We are clearly of the opinion that the Court below was correct in its holding that 'other casualty' as used in said section, meant an accidental destruction by some cause of like character and operation as fire; such as lightning, floods, cyclones, storms, or other uncontrollable force, which ordinary foresight and prudence could not guard against or prevent."

Would an ordinance limiting its application to damage or destruction caused by "fire or other casualty or act of God" apply if such damage or destruction occurred

(More on page 49)

A letter by Edward E. Manton, Secretary, policy-maker, and future President (1865-1877) of Boston Manufacturers Mutual Insurance Company.



years ago...

For over 100 years it has been the policy of Boston Manufacturers:

■ To help members plan and put into effect the most thorough and rigorous plant protection programs devisable. (The Company's services include safety recommendations on all new construction as well as inspections of existing facilities.)

■ To help members develop safer plant protection methods by supplying them with the latest result of safety research. The company's modern laboratories are equipped to duplicate every type of industrial hazard known — even equipment and process hazards resulting from atomic radiation. Members are free, at any time, to take advantage of these research facilities.

This 100-year-old policy explains, in part, why losses to members of Boston Manufacturers are rare — and why cost is correspondingly low.

For further information simply write to:

	<p>BOSTON MANUFACTURERS MUTUAL INSURANCE COMPANY</p> <p>225 Wyman Street Waltham 54, Massachusetts</p>
--	-----------------------------------------------------------------------------------------------------------------------

Liability Coverage—Knoll

(From page 45)

As a matter of further interest, I have heard members of the National Association of Compensation Claimants' Attorneys express the wish that General Liability Policies issued to business organizations included employees as insureds, without an exclusion of coverage to an employee for his liability to another employee on account of a work injury.

To Summarize Our Recommendations:

1st—If employees are to be included as insureds, in most cases the two exclusions referred to earlier are practical—that is the one regarding suits of an employee against another employee and the other regarding employers' property.

2nd—If certain Executives, financially vulnerable to injured employee suits, are to be included as insureds, do so on a job specified basis. In this case, the exclusion of damage to the employer's property should be retained.

Please bear in mind that a long-range view of this question is necessary so that we might not forget the day for the hour. If business concerns, who now have no legal liability for suits brought by injured employees against other employees, decide that nevertheless they want to buy such protection for them—the Insurance Industry can provide it. But the cost for it, and in time it would develop a lot of costly claims, would be high and business concerns would have to pay for it. So, before you obligate yourself—think it over carefully.

I honestly believe your most constructive move lies in your working to have the Workmen's Compensation Laws changed, in the states where necessary, to provide clearly that suits cannot be brought by injured employees against other employees of the same employers.

Get started by writing the Chamber of Commerce of the United States, the National Association of Manufacturers and your trade associations about it, asking them to fight for these changes in the Workmen's Compensation Laws.

In the following states court decisions indicate that an employee is entitled to maintain a third party action against a fellow employee whose negligence caused his compensable injury:

Connecticut	Nebraska
Florida	New Jersey
Indiana	Pennsylvania
Louisiana	Wisconsin
Missouri	

In the following states it appears probable that such suits can be maintained against fellow employees although there is no specific statutory provision or specific appellate court decisions:

Alabama	Montana
Alaska	Nebraska
Arkansas	Nevada
George	New Hampshire
Iowa	North Dakota
Kansas	Rhode Island
Maine	South Dakota
Maryland	Vermont
Minnesota	Wyoming
Mississippi	

In the following states such suits appear to be prohibited either by statute or court decision:

Arizona	Ohio
California	Oklahoma
Colorado	Oregon
Delaware	South Carolina
Idaho	Tennessee
Illinois	Texas
Massachusetts	Utah
Michigan	Virginia
New York	Washington
North Carolina	West Virginia

In the state of Kentucky statutory provisions and court decisions appear to be in conflict.

Zoning—Even

(From page 47)

as a result of other perils? We incline to the view that the ordinance in this respect will be construed strictly against the Commission and in favor of the property owner. A court, on the other hand, could take the position that the destruction of the plant property was the dominant factor and give a liberal interpretation to this language on the theory that the overriding consideration is the elimination of the non-conforming use.

Before we proceed with a further discussion of this subject, we would like to call your attention to the fact that zoning ordinances differ from the building codes wherein the type of buildings which may be permitted in the various areas of a city, is outlined. As an example, in the city of Chicago, there is contained in the Building Code provisions for the type of construction that may be permitted in the various limits. If a building does not meet these standards and it is damaged to the extent of 50% of its value, it cannot be replaced; if it is damaged to the extent of 25% of its value but not exceeding 50%, it may be repaired but the repairs must conform to the requirements of the then existing fire limitations; if the damage or destruction is less than 25%, it may be repaired with the same type of material as existed prior to the happening of the loss and damage.

We should emphasize that under a zoning ordinance, in the event the building cannot be made to conform, rebuilding is prohibited and restricted. Under a building code, rebuilding or reconstruction is permitted but is regulated in that permission may be granted to rebuild the building provided it meets the requirements of the code for certain types of construction, size, etc. required for that particular area.

It must also be taken into consideration in studying this problem that the law varies with the differ-

ent states. The states which have adopted Valued Policy laws must be treated differently. In these states (and there are some 25 that have adopted a Valued Policy law) the problem is different than that which exists in the states following strict indemnity theory under the Standard 1942 New York policy.

In the "Valued Policy" states, usually, in the absence of any change increasing the risk without the consent of the insurers, and also in the absence of fraud on the part of the insured, in case of total loss the whole amount mentioned in the policy or renewal upon which the insurer received the premium shall be paid.

Valued Policy laws represent probably the first attempt by the states to write into a standard fire policy contract an arbitrary method of determining loss and damage. In municipalities having building codes regulating construction and/or in cities having zoning ordinances, the conditions of the fire policy have been arbitrarily changed and under these laws a rather harmless partial loss can become a total loss through the condemnation processes. Many courts follow the theory that the fair and reasonable interpretation of a policy of insurance will include within the obligation of the insurer every loss which necessarily follows from the occurrence of the insured peril, whenever that injury arises directly and immediately from the peril, or results from incidental and surrounding circumstances, the operation and influence of which could not be avoided.

Some courts under Valued Policy laws take the position that the value of a building consists in its adaptation to use, as well as in the materials of which it consists, and if it cannot be restored to use after the happening of an insured peril, the loss is total, less the value of the materials recovered. When an insured building is injured by an insured peril to such an extent as to destroy its use as

a building and require it to be demolished or removed, the insured will be entitled to recover as for a total loss.

While a cursory examination of Valued Policy laws may indicate that it solves all the problems created by the application of zoning ordinances, a continued discussion of this subject will demonstrate that the converse actually exists. In states having no Valued Policy laws the basic fire insurance contract as written will prevail. The basic limitations of the insurance policy relating to zoning are:

- 1) The Company's liability shall not exceed the amount which it would cost to repair or replace the property with material of like kind and quality.
- 2) There shall be no allowance for any increased cost or repair or reconstruction by reason of any law or ordinance regulating construction or repair.

The limitation in the policy, providing "without allowance for any increase of cost for repair or reconstruction by reason of any ordinance or law regulating construction or repairs" is importantly related to zoning ordinances.

Most zoning ordinances provide that in the event a building or structure is damaged or destroyed within the limitations of the ordinance, the building "*shall not be restored unless said building or structure and the use thereof shall conform to all the regulations of the district in which it is located.*" If the building cannot be made to conform, it cannot be rebuilt.

It is very obvious that zoning ordinances, for the most part, do not regulate construction but prohibit and restrict construction. The word "prohibit" means to forbid by law, to prevent. The word "Regulate" means to subject to rules or restrictions, to adjust by rule or method, to govern. The word "Regulate" when strictly interpreted is not synonymous with "prohibit" in that it implies the

(More on page 50)

Zoning—Even

(From page 49)

continued existence of the subject matter to be regulated.

It can be reasonably concluded that the basic fire insurance policy contains no limitations concerning any law or ordinance restricting or prohibiting construction and that the property loss which an assured would suffer as a result of a law or ordinance restricting or prohibiting construction would be covered under the policy.

In the special exclusions of the time element forms attached to the basic fire policy, there is a provision providing that the company shall not be liable for any increase of loss which may be occasioned by any local or state ordinance or law *regulating* construction or repair of buildings or structures. It can be assumed from this language that if the time of shut down of a plant was lengthened as a result of the enforcement of a building code—which regulated construction—such increase of loss would be excluded under most time element policies. Zoning ordinances do not regulate construction. In the main they prohibit or restrict construction. Prohibiting or restricting construction is not excluded from coverage and it may be argued that any increase of loss occasioned by the enforcement of any zoning ordinance would be covered by the time element policies.

The observations which have

been made concerning the fire, property and time element policy and forms also apply to other policies such as boiler and machinery, parasol type coverages, etc.

The Contingent Liability From Operation of Building Laws endorsement which is so widely recommended by producers, if carefully read, provides protection only for situations occasioned by law or ordinances regulating construction. This endorsement, when critically analyzed, has no general application to zoning situations.

One of the problems that is extremely difficult to solve is the one created by the use of the replacement cost endorsement. This endorsement would normally be used to modify the fire policy to provide indemnity for the replacement of the insured property rather than for its actual value.

If the damaged or destroyed property is a non-conforming structure, then, in that event, if the loss and damage fell within the provisions of the zoning ordinance, the non-conforming building could not be replaced. If such a condition prevailed, the insurer would have no responsibility under the replacement cost endorsement and the Assured could only collect for the actual value of the damaged or destroyed portion of the structure. The insurance may be written on a replacement basis but whether indemnity will be received on this plan will depend on the zoning ordinance.

One of the problems occurring both in Valued Policy states and in other states, that has caused considerable concern, is the law as enunciated in the case of *New Hampshire Insurance Company vs Murray*, 7th Circuit 105 F. 2d 212, 214. In that case the municipal officer having supervision of the enforcement of the construction code submitted a ruling that the damaged building could not be repaired. Under the law in Wisconsin such a ruling was tantamount to the finding of a total loss under the insurers policy. The company filed suit to enjoin the enforcement of the demolition order. Upon a review of the facts, the District Court held that damage was considerably less than the percentage contained in the ordinance and enjoined the enforcement of the order. The decision was affirmed on appeal. It would appear under the law enunciated in this case that an Insurer, if its loss was increased thereby, could always collaterally attack the ruling of the building commissioner or the zoning enforcement officer. The collateral attacking of rulings of this nature may delay the adjustment of losses for years and as a consequence the Assured may lose any right he may have had under the Zoning Code and may be concerned with some serious involuntary conversion tax loss problems.

It would appear to us that some thought should be given to the endorsing of property insurance

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policies to provide that an Insurer waive this right to collaterally attack any decree or ruling of a zoning or building code enforcement officer.

One of the serious aspects of zoning is the apparent lack of appreciation of the insurance problems on the part of some senior executives of insurers, as exemplified by the opinion expressed in three paragraphs of a letter concerning this subject which was recently received:

"We do not believe that there is an interest that can be insured against to cover this contingency. The ordinance does not say that the remaining portion of the building is to be demolished; it merely states that it cannot be restored unless the building or structure and its use thereof shall conform to all the regulations of the district in which it is located.

Presumably, the restoration of the building would have to be in conformation with the zoning ordinance. If the insured did not want to conform to the zoning ordinance, then they would have to rebuild their plant in some other location, taking for their loss payment the recoverable amount for that portion of their building that was damaged.

How one would arrive at a value for the demolition of, let's say 49% of the structure and then rebuild a new building of like kind and quality at some other location would be almost an impossibility; and arriving at an insurance rate for this would be even harder."

The finding of solutions to zoning problems are not as hopeless as this letter may indicate. Zoning ordinances are receiving much study. Typical of the work being done is a report of a special committee of the Illinois State Bar Association which studied the problem of zoning in real estate transactions, and under the chairmanship of Donald S. Frey, of Evanston, Illinois, prepared a check list* of questions to be considered relative to local zoning and

housing ordinances when long term commercial leases were being prepared.

The problems of zoning in so far as they affect insurance are manifold and we would like to conclude this article by listing just a few problems that have been raised by managements occupying non-conforming plants:

1. What provision has been made for insuring the costs of demolishing the undamaged portion of a non-conforming building and for insuring the cost of removal of the debris of the undamaged portion of the structure?
2. What provision has been made, in the event of the prohibiting of the rebuilding of a non-conforming building, for the payment of loss for underground sewers, underground sprinkler lines, fire protection lines, water mains, heat distribution systems, etc. This property is now not normally insured.
3. In the event office buildings are used in connection with non-conforming manufacturing plants, if the manufacturing plant is damaged and cannot be rebuilt, what value and utility will the remaining office building have? Can this loss be insured?
4. Has special provision been made to collect for undamaged improvements and betterments added to a non-conforming structure?
5. Who will absorb the loss of a reduction in the value of an industrial site if rebuilding is prohibited and the area must be divided into low priced residential lots?
6. What perils must be considered under the zoning ordinance language for insurance purposes to give the Assured adequate protection?
7. In order to prevent damage and the application of the zoning ordinance, is any special protection required for plant property?

8. Should long term leases, involving sale and lease-back, contain special provisions for cancellation of the lease in the event of a zoning application?
9. Should special studies be made of zoning violations of contingent and recipient plants where time element contingent insurance is procured?
10. In large non-conforming buildings, in the event of partial loss and damage falling within the ordinance limitations, what provision has been made for insuring the loss caused by the cost required to dismantle, move and re-install at another location undamaged equipment and machinery?

In the underwriting of property insurance an insufficient amount of study is being given to the effect the application of zoning ordinances will have on the effectiveness of an insurance program. Much confusion exists between the effect of zoning ordinances and construction codes. The use of many standard property forms is being recommended without adequate study. No consideration is being given to the tax consequences involved. A Zoning problem has a very serious resultant effect on the benefits of an insurance program and needs broad study and consideration. There are adequate solutions to many of these problems.

***Check List On Zoning Matters For Commercial Leases**

Zoning problems are of constantly increasing importance in the field of real estate law. Our sub-committee on zoning, under the Chairmanship of Donald S. Frey of Evanston, has prepared a check list of questions to be considered relative to local zoning and housing ordinances, when long-term commercial leases are being prepared. That check list follows:

(See next page)

- (1) IS THE TENANT'S PROPOSED USE PERMITTED UNDER ALL EXISTING HOUSING AND ZONING ORDINANCES?
 - a) Is the zoning map you are relying upon up-to-date?
 - b) Have you examined the *entire* zoning ordinance, not just the section on the district in question?
 - c) Does the tenant plan aerials or signs prohibited by height restrictions in the zoning ordinances?
- (2) IF THE BUILDING IS A "PRIOR NON-CONFORMING USE" UNDER THE ZONING ORDINANCE, WHAT WILL HAPPEN IF THE BUILDING IS DESTROYED BY FIRE OR OTHER CASUALTY AND THE ZONING ORDINANCE PROHIBITS REBUILDING?
 - a) Should the lease provide for cancellation?
 - b) Should there be a provision for payment of liquidating damages?
- (3) IF STRICTER ORDINANCE ENFORCEMENT PROHIBITS TENANT FROM CONTINUING HIS USE, WHAT ARE THE RESPECTIVE RIGHTS OF THE PARTIES?
 - a) Should the tenant be allowed to adapt the premises to a lawful use?
 - b) Should the tenant be allowed to cancel the lease?
- (4) IF AN ORDINANCE IS AMENDED DURING THE TERM OF THE LEASE, TO PROVIDE FOR AMORTIZATION OF A NOW PROHIBITED USE OF THE BUILDING, WHAT ARE THE RESPECTIVE RIGHTS OF THE PARTIES?
 - a) When the amendment is passed, may the lease be cancelled?
 - b) When the right to continue tenant's use expires, may the lease be converted?
- (5) WHERE THE RELOCATION OF A STREET, OR THE ESTABLISHMENT OF ONE-WAY STREETS, OR THE ESTABLISHMENT OF A LIMITED ACCESS EXPRESSWAY RESTRICTS ACCESS TO THE PREMISES, WHAT ARE THE RESPECTIVE RIGHTS OF THE PARTIES?
 - a) When can lessee cancel the lease?
 - b) Can the rental be adjusted?
- (6) IF ALTERATIONS OR ADDITIONS TO THE BUILDING ARE REQUIRED BY A NEW ORDINANCE TO PERMIT TENANT TO CONTINUE HIS BUSINESS, WHAT ARE THE RESPECTIVE RIGHTS OF THE PARTIES?
 - a) Who pays for: outside stairways or entrances; building-wide alarm systems; additional bathrooms; additional inside electrical wiring; additional outside electrical wiring; installation or removal of room partitions?
 - b) Should tenant pay for all expense incurred to put property in compliance with ordinance in effect at the time of lease?

*Excerpt from "NEWSLETTER"
Published by The Illinois State Bar
Association
April 1958*

*(A digest of an address before the
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cago Chapter, American Society of
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Corp.*)

The Meyercoed Co.
Miles Laboratories, Inc.
W. H. Miner, Inc.
Montgomery Ward & Company
John Morrell & Company
Motorola, Inc.
National Standard Company
National Tea Co.
Natural Gas Pipeline of America
Northern Trust Company
Northwestern University
Pabst Brewing Company
Packaging Corporation of America
Pepsi-Cola General Bottlers, Inc.
The Peoples Gas Light & Coke Co.
Phoenix Metal Cap Co.
Pullman, Inc.
Pure Oil Company
Quaker Oats Company
Rand McNally & Company
Rathborne, Hair & Ridgway Box Co.
John Sexton & Company
Simonize Company
Skil Corporation
Spiegel, Inc.
Standard Oil Co. (Indiana)
G. D. Searle & Co.
Charles A. Stevens & Company
Stewart-Warner Corporation
Studebaker-Packard Corporation
The Tribune Company
United Air Lines, Inc.
United States Gypsum Company
Victor Adding Machine Co.
Walgreen Drug Stores
The Willett Company
Wisconsin Public Service Corporation
Yeomans Brothers Co.

CINCINNATI

Acme-Newport Steel Company
American Laundry Machinery Co.
Armco Steel Corporation
The Baldwin Piano Company
Bardes Corporation
Burger Brewing Company
R. K. LeBlond Machine Tool Company
The Chatfield Paper Corporation
The Cincinnati Enquirer
Cincinnati Gas & Electric Co.
Cincinnati & Suburban Bell Telephone
Co.
The Dawson-Evans Construction Co.
The Drackett Company
The Duriron Company, Inc.
The Eagle-Picher Company
Emery Industries, Inc.
Federated Department Stores, Inc.
The Fifth Third Union Trust Company
The Foy Paint Company
The Globe Wernicke Company
Gould Enterprises
The Andrew Jergens Company
The E. Kahn's Sons Company
The Kroger Company
The Lunkenheimer Company
The Mead Corporation
The H. H. Meyer Packing Company
The Mosler Safe Company
The Nivison Weiskopf Company
The Ohio National Life Insurance Co.
The Ohio River Company
The Procter & Gamble Company
The Provident Savings Bank & Trust Co.
The Sorg Paper Co.

Trailmobile Inc.
United States Shoe Corporation
The Western & Southern Life Insurance
Co. (General Insurance Committee)
The George Wiedemann Brewing Co.

CLEVELAND

Addressograph-Multigraph Corporation
E. W. Bliss Company
Campus Sweater & Sportswear Co.
Carling Brewing Company
Central National Bank of Cleveland
Cleveland Electric Illuminating Company
Clevite Corporation
Firestone Tire & Rubber Company
The Gabriel Co.
The General Tire & Rubber Company
The Glidden Company
B. F. Goodrich Company
The Goodyear Tire & Rubber Company
The Halle-Brothers Company
Harris-Intertype Corp.
The Hoover Company
Hupp Corporation
Industrial Rayon Corporation
The North American Coal Corp.
Oblebay Norton Company
The Parker Hannifin Corporation
Reliance Electric & Engineering Co.
Rubbermaid Incorporated
The Timken Roller Bearing Co.
Towmotor Corporation

CONNECTICUT VALLEY

Bridgeport Brass Co.
City of Hartford
Combustion Engineering, Inc.
Connecticut Light & Power Co.
Eastern States Farmers' Exchange, Inc.
Hartford Electric Light Co.
Hartford Gas Co.
The Fuller Brush Co.
The Kaman Aircraft Corporation
Moore Drop Forging Co.
The New Britain Machine Co.
Seovill Manufacturing Company
United Aircraft Corp.

DALLAS-FT. WORTH

Ambassador Oil Corporation
American Petrofina, Inc.
Association of Oilwell Servicing
Contractors
Austin Bridge Company
The British-American Oil Producing
Company
Cabot Corporation
Campbell Taggart Associated Bakeries,
Inc.
Carrier-Bock Company
Chance Vought Incorporated
Champlin Oil & Refining Co.
Coca-Cola Bottling Company
Comet Rice Mills
Dallas Power & Light Co.
D. H. Byrd Enterprises
Continental-Emsco Co.
(A division of Youngstown
Sheet & Tube Co.)
M. J. Delaney Co.
Delhi Taylor Oil Corp.
Delta Drilling Company
Diversa, Inc.
Dresser Industries, Inc.
Frankfort Oil Company
First National Bank in Dallas
The Frito Company
General American Oil Co. of Texas
Gifford-Hill & Co., Inc.
Great Southwest Warehouse, Inc.
Intercontinental Mfg. Company, Inc.
Jake L. Hamon
Lone Star Gas Company
Lone Star Steel Company
Mobil Oil Co.
Morton Foods, Inc.
The Murray Company of Texas, Inc.

Neiman-Marcus Company
Olmsted-Kirk Company
Otis Engineering Corp.
Dr. Pepper Company
Republic National Bank of Dallas
Rowan Drilling Company, Inc.
Southern Union Gas Company
Sun Oil Company
Temco Aircraft Corporation
Texas Delivery Service
Texas Instruments, Inc.
The Times Herald Printing Company
Tom Thumb Stores, Inc.
The T X L Oil Corporation

DELAWARE VALLEY

Alan Wood Steel Company
American Viscose Corp.
Atlantic City Electric Company
Atlas Powder Company
The Atlantic Refining Company
Bestwall Gypsum Company
Campbell Soup Company
Catalytic Construction Company
Certain-teed Products Corporation
Delaware Power & Light Company
E. I. duPont de Nemours & Co., Inc.
The Electric Storage Battery Company
The Trustees of the University of
Pennsylvania
Fels & Company
Fidelity Mutual Life Insurance Co.
Fidelity-Philadelphia Trust Company
Food Fair Stores, Inc.
General Coal Company
General Public Warehouse Company, Inc.
Henry Bower Chemical Mfg. Co.
Hercules Powder Company
I-T-E Circuit Breaker Company
Kaiser Metal Products
Keasbey & Mattison Company
Lavino Shipping Company
Lee Rubber and Tire Corporation
Levitt & Sons
Martin Century Farms, Inc.
Mutual Rendering Company, Inc.
Paterson Parchment Paper Co.
Penn Fruit Company
Penn Mutual Life Insurance Co.
Philadelphia Electric Company
Philadelphia Gas Works
The Philadelphia Saving Fund Society
Publicker Industries
Radio Condenser Company
Radio Corporation of America
Sandura Company
S.K.F. Industries, Inc.
Smith, Kline & French Laboratories
South Chester Tube Company
Strick Trailers (Division of Fruehauf
Trailer Co.)
United Engineers & Constructors, Inc.
The United Gas Improvement Company

DETROIT

Acheson Industries, Inc.
Allen Industries, Inc.
American Motors Corporation
American Radiator & Standard Sanitary
Corp.
Bull Dog Division I-T-E Circuit Breaker
Co.
Burroughs Corporation
Chrysler Corporation
D. W. G. Cigar Corp.
Darin & Armstrong, Inc.
Davidson Brothers
The Detroit Edison Company
Detroit Gasket & Manufacturing
Company
Detroit Steel Corporation
Dura Corporation
Evans Products Company
Ex-Cell-O Corporation
Fenestra, Inc.
Ford Motor Company

Fruehauf Trailer Company
Gar Wood Industries, Inc.
General Motors Corporation
Goddard & Goddard Company
The J. L. Hudson Company
Hygrade Food Products Corporation
Kelsey-Hayes Wheel Company
King-Seeley Corporation
S. S. Kresge Company
Libbey-Owens-Ford Glass Co.
R. C. Mahon Company
McCord Corporation
McLouth Steel Corporation
Michigan Bell Telephone Co.
Michigan Consolidated Gas Company
Michigan Wisconsin Pipe Line Co.
Micromatic Hone Corporation
Mueller Brass Company
The Murray Corporation of America
National Bank of Detroit
National Twist Drill & Tool Co.
Owens-Illinois Glass Co.
Parke Davis & Company
Pfffer Brewing Company
R. L. Polk & Company
The Udylite Corporation
The Upjohn Company
The Valeron Corporation
Verners Ginger Ale, Inc.
Woodall Industries, Inc.
Wyandotte Chemicals Corporation

HOUSTON

Ada Oil Company
American Warehouses, Inc.
Anderson Clayton & Company
Bank of the Southwest National
Association
Baroid Division, National Lead Company
Brown and Root, Inc.
Brown Oil Tools, Inc.
H. E. Butt Grocery Co.
The Dow Chemical Co.
Duncan Coffee Co.
El Paso Natural Gas Company
Farnsworth & Chambers Co., Inc.
Fish Services Corporation
Fisk Electric Co.
Hughes Tool Co.
Humble Oil & Refining Company
Johnston Testers, Inc.
Movable Offshore Co.
Pan Geo Atlas Corporation
Petro-Tex Chemical Corporation
Quintana Petroleum Corporation
Reed Roller Bit Co.
River Brand Rice Mills, Inc.
River Oaks Corporation
San Jacinto Petroleum Corp.
Schlumberger Well Surveying Corp.
Sheffield Steel Division of Armco Steel
Corporation
A. O. Smith Corporation of Texas
Tennessee Gas Transmission Co.
Texas Manufacturers Association
Transcontinental Gas Pipe Line Corp.
Trunkline Gas Company
Uncle Ben's, Inc.
United Carbon Company
Union Carbide Chemicals Company
Union Oil & Gas Corporation of Louisiana
J. Weingarten, Inc.
Western Natural Gas Co.

MARYLAND

Army & Air Force Exchange Service
The Arundel Corporation
Baltimore Contractors, Inc.
Cafritz Construction Co.
Harry T. Campbell Sons Corp.
Catalyst Research Corporation
City Baking Company
W. T. Cowan, Inc.
Crown Central Petroleum Corp.
The Davison Chemical Corporation
Ellicott Machinery Corporation
L. Greif & Bro., Inc.

The Hecht Company
Hutzler Brothers Co.
Insurance Buyers' Council
Chas. H. Tompkins Co.
The Martin Company
Maryland Shipbuilding & Drydock Co.
McCormick & Co., Inc.
Mercantile Safe Deposit & Trust Co.
Merchants Terminal Corp.
Montgomery County, Maryland
The National Brewing Co.
Office of Naval Material
Department of the Navy
Schmidt Baking Co., Inc.
Woodward & Lothrop Incorporated

MINNESOTA

Andersen Corporation
The B. F. Nelson Mfg. Co.
Cargill, Incorporated
College of St. Thomas
The Creamette Co.
Curtis 1000, Inc.
Coast to Coast Stores—
Central Organization, Inc.
The Economics Laboratories, Inc.
Flour City Brush Company
Federal Cartridge Corporation
First National Bank of Minneapolis
Fullerton Lumber Company
Gamble-Skogmo, Inc.
M. A. Gedney Company
General Mills, Inc.
Green Giant Company
Theo. Hamm Brewing Company
Geo. A. Hormel & Co.
Industrial Aggregate Co.
International Milling Company
Investors Diversified Services, Inc.
Josten Manufacturing Company
Maney Bros. Mill & Elevator Co.
Mayo Clinic
Minneapolis Brewing Company
Minneapolis-Honeywell Regulator Co.
Minneapolis Star & Tribune Company
Minnesota Mining & Manufacturing Co.
Minnesota & Ontario Paper Co.
Munsingwear, Inc.
Nash-Finch Company
Northern Ordnance Inc.
Northrup-King & Company
Northwest Airlines, Inc.
W. S. Nott Company
Owatonna Canning Company
Owatonna Tool Co.
M. F. Patterson Dental Supply Co. of
Minnesota
F. H. Peavey & Company
The Pillsbury Company
Red Owl Stores, Inc.
St. Paul Terminal Warehouse Co.
J. L. Shiely Company
Super Valu Stores, Inc.
Toro Manufacturing Company
Waldorf Paper Products Company
Western Oil and Fuel Company
Wood Conversion Company

MONTREAL

Aluminum Company of Canada, Ltd.
Argo Construction Ltd.
Atlas Asbestos Company Limited
Belding Corticelli Limited
Henry Birks & Sons Ltd.
The Bell Telephone Co. of Canada
The Bristol Aeroplane Co. of Canada
Limited
Canada Cement Company Limited
Canada Iron Foundries, Limited
Canadair Limited
Canadian Celanese Ltd.
Canadian General Transit Co. Ltd.
Canadian Industries Limited
Canadian International Paper Company
Canadian Liquid Air Co., Ltd.
Canadian Marconi Company

Canadian Pratt & Whitney Aircraft
Company, Ltd.
Canadian Salt Co., Ltd.
Canadian Schenley Ltd.
Consolidated Paper Corporation Limited
Distillers Corporation—
Seagrams Limited
Dominion Bridge Company Limited
Dominion Engineering Works Limited
Dominion Glass Company Limited
Dominion Steel and Coal Corp. Ltd.
Dominion Textile Company Limited
Du Pont Co. of Canada Ltd.
The Foundation Co. of Canada Limited
Imperial Tobacco Co. of Canada Limited
Molson Brewery Limited
Northern Electric Company, Limited
Price Brothers & Company, Ltd.
Quebec Power Company
Rolls-Royce of Canada, Limited
Seven-Up Montreal Ltd.
Shawinigan Chemicals Limited
St. Lawrence Corporation Limited
The Shawinigan Water and Power
Company
Howard Smith Paper Mills Limited
Southern Canada Power Co. Ltd.
Standard Chemical Limited
Steinberg's Limited
Thor Mills Limited

NEW YORK

ACF Industries, Inc.
The Aeroflex Corporation
Alexander's Department Stores, Inc.
Allied Chemical Corporation
Allied Maintenance Corporation
Allied Stores Corporation
Amerace Corporation
American Broadcasting-Paramount
Theatres, Inc.
American Bank Note Co.
American Can Company
American Chicle Company
American District Telegraph Co., Inc.
American Home Products Corp.
American Machine & Foundry Co.
American Management Association
American Metal Climax, Inc.
American News Co., Inc.
American Petroleum Institute
The American Oil Company
American Radiator & Standard Sanitary
Corp.
The American Thread Company
Anaconda Company
Anaconda Wire & Cable Company
Associated Dry Goods Corp.
Avco Corporation
Avon Products, Inc.
The Babcock & Wilcox Company
Becton, Dickinson and Co.
Belk Stores, Inc.
Bell Telephone Laboratories
Berkshire-Hathaway, Inc.
Bigelow-Sanford Co., Inc.
Blades & Macaulay
The Borden Company
Bristol Myers Company
Burlington Industries, Inc.
The California Oil Company
Canada Dry Corporation
Celanese Corporation of America
The Chase Manhattan Bank
The Chemstrand Corporation
Chilean Nitrate Sales Corporation
Chipman Chemical Co. Inc.
Ciba States Limited
Cities Service Petroleum, Inc.
City Stores Mercantile Company, Inc.
Coats & Clark's Sales Corporation
The Coca-Cola Export Corporation
Colgate-Palmolive Company
Columbian Carbon Company
Commercial Solvents Corporation
Commonwealth Services, Inc.

Congoleum-Nairn, Inc.
Consolidated Cigar Corp.
Consolidated Natural Gas Co.
Continental Can Company, Inc.
Continental Grain Company
Corn Products Company
Corporate Advisors, Inc.
Curtiss-Wright Corporation
Daystrom, Inc.
Diesel Vessel Operators, Inc.
Dugan Brothers, Inc.
Dow, Jones & Co., Inc.
Ebasco Services Incorporated
Electrolux Corporation
Emerson Radio & Phonograph Corp.
Esso Standard, Division of
Humble Oil & Refining Company
Esso Research and Engineering Company
Ethyl Corporation
Federal Paper Board Co., Inc.
The First National City Bank of
New York
The Firth Carpet Company
The Flintkote Company, Inc.
The F. & M. Schaefer Brewing Company
Food Machinery & Chemical Corp.
(Chemical Division)
Foster-Wheeler Corp.
Geigy Chemical Corporation
General Aniline & Film Corporation
General Baking Company
General Dynamics Corporation
General Electric Company
General Foods Corp.
General Telephone & Electronics Corp.
Gibbs & Hill, Inc.
W. R. Grace & Company
Great Lakes Carbon Corporation
S. Gumpert Co., Inc.
M. & M.'s Candies A Division of
Food Manufacturers, Inc.
Hess, Inc.
Hewitt-Robins, Inc.
Howe Sound Company
International Business Machines Corp.
Interchemical Corp.
Johns-Manville Corp.
Johnson & Johnson
Kennecott Copper Corporation
Kentile, Inc.
Keuffel & Esser Company
Knickerbocker Construction Co.
Lerner Stores Corp.
Lever Brothers Co.
Liggett & Myers Tobacco Co.
Lily-Tulip Cup Corp.
Thomas J. Lipton, Inc.
The Lummus Company
R. H. Macy & Co., Inc.
McKesson & Robbins, Incorporated
Manufacturers Trust Co.
Merritt-Chapman & Scott Corp.
Metal & Thermit Corp.
Morgan Guaranty Trust Co. of N. Y.
Philip Morris Incorporated
Muzak Corporation
National Biscuit Company
National Dairy Products Corp.
National Distillers and Chemical Corp.
National Starch & Chemical Corp.
The Nestle Company
J. J. Newberry Company
New York Herald-Tribune
New York University
Olin Mathieson Chemical Corporation
Otis Elevator Company
Pan American World Airways, Inc.
Pan American International Oil Co.
S. B. Penick & Co.
Chas. Pfizer & Co., Inc.
Pitney-Bowes, Inc.
The Pittston Company
The Port of New York Authority
Richardson-Merrell, Inc.
Refined Syrups & Sugars, Inc.

Reliance Manufacturing Company
 Republic Aviation Corporation
 Revlon
 Rheem Manufacturing Company
 Riegel Paper Corporation
 Joseph E. Seagram & Sons, Inc.
 Shein's Express
 Simmons Company
 The Sperry & Hutchinson Company
 Sperry Rand Corporation
 Sperry Gyroscope Co.
 Standard Oil Company (New Jersey)
 J. P. Stevens & Co., Inc.
 Sun Chemical Corporation
 Sunshine Biscuits, Inc.
 Tidewater Oil Co., Inc.
 Union Bag-Camp Paper Corporation
 Union Carbide Corporation
 United Aircraft Corp.
 United Merchants & Manufacturers, Inc.
 U. S. Industries, Inc.
 United Parcel Service, Inc.
 United States Plywood Corporation
 United Whelan Corporation
 Universal Pictures Co., Inc.
 Walworth Company
 West Chemical Products, Inc.
 Western Electric Company
 West Virginia Pulp & Paper Company
 Witco Chemical Company
 Worthington Corporation
 Yale Express System, Inc.
 Ziff-Davis Publishing Company

NORTHERN CALIFORNIA

American Trust Company &
 Wells Fargo Bank
 Ampex Corporation
 Guy F. Atkinson Company
 Bank of America NT & SA
 Bank of California, N.A.
 Bechtel Corporation
 The California Ink Co., Inc.
 California & Hawaiian Sugar Refining
 Corp. Ltd.
 California Packing Corporation
 California State Chamber of Commerce
 California Self-Insurers Association
 Coast Service Company
 Consolidated Freightways, Inc.
 The Crocker-Anglo National Bank
 Crown Zellerbach Corp.
 Cutter Laboratories
 Department of Finance — State of
 California
 The Robert Dollar Company
 E. & J. Gallo Winery
 Fibreboard Products, Inc.
 The First Western Bank & Trust Co.
 Foremost Dairies, Inc.
 Hills Bros. Coffee, Inc.
 Kaiser Aluminum & Chemical Corp.
 Kaiser Engineers
 Kern County Land Co.
 League of California Cities
 Leslie Salt Company
 Matson Navigation Company
 Mund, McLaurin & Company
 Pacific Gas & Electric Company
 The Pacific Telephone & Telegraph
 Company
 Pacific Intermountain Express Company
 Pacific Vegetable Oil Corp.
 Permanente Cement Company
 Port of Oakland
 Rudiger-Lang Company
 The Salvation Army
 S & W Fine Foods, Inc.
 Safeway Stores, Inc.
 Southern Pacific Company
 Spreckels Sugar Company
 Standard Oil Company of California
 Swinerton & Walberg Company
 A. Teichert & Son, Inc.
 The Union Ice Company

Union Lumber Company
 United Air Lines, Inc.
 Utah Construction & Mining Co.
 The Western Pacific Railroad Company
 Wilbur-Ellis Company

OKLAHOMA

Amerada Petroleum Corporation
 Champlain Oil & Refining Co.
 Cities Service Company
 City of Tulsa
 First National Bank and Trust Co.
 Helmerich & Payne, Inc.
 Loffland Bros. Co.
 Oklahoma Cement Company
 Pan American Petroleum Corporation
 Phillips Petroleum Company
 Public Service Company of Oklahoma
 Seismograph Corporation
 Sinclair Oil & Gas Company
 Sunray Mid-Continent Oil Co.
 Warren Petroleum Corporation
 Wilcox Oil Company

OREGON

The Bank of California, N.A.
 Blitz Weinhard Company
 Columbia River Paper Co.
 Columbia River Packers Association, Inc.
 Convoy Company
 The First National Bank of Portland
 Georgia-Pacific Corporation
 Hyster Company
 Industrial Air Products Co.
 Jantzen, Inc.
 Fred Meyer, Inc.
 Northwest Natural Gas Company
 Terminal Ice & Cold Storage Company
 The United States National Bank
 West Coast Lumbermen's Association
 White Stag Manufacturing Co.
 Willamette Iron & Steel Company
 Zidell Machinery & Supply Co.

PITTSBURGH

Allegheny Ludlum Steel Corporation
 Aluminum Company of America
 Blaw-Knox Company
 Callery Chemical Company
 John F. Casey Company
 Consolidation Coal Company, Inc.
 Crucible Steel Company of America
 Dravo Corporation
 Duquesne Light Company
 Duquesne Slag Products Co.
 Eastern Gas & Fuel Associates
 Edgewater Steel Co.
 Eichleay Corporation
 Elliott Company
 Equitable Gas Company
 Fidelity Trust Company
 Fort Pitt Bridge Works
 Frick & Lindsay Company
 Gulf Oil Corporation
 Harbison-Walker Refractories Company
 H. J. Heinz Company
 Heyl & Patterson, Inc.
 Jones & Laughlin Steel Corp.
 Joy Manufacturing Co.
 Koppers Company, Inc.
 Mellon National Bank & Trust Company
 Mine Safety Appliances Company
 Mobay Chemical Co.
 G. C. Murphy Company
 The National Steel Corporation
 The National Supply Company
 The National-U. S. Radiator Corporation
 Neville Chemical Company
 Pittsburgh Coke & Chemical Company
 Pittsburgh Forgings Company
 Pittsburgh Plate Glass Company
 Pittsburgh National Bank
 Pittsburgh Steel Company
 H. H. Robertson Company
 Rockwell Manufacturing Company
 Rockwell-Standard Corporation

The Rust Engineering Company
 Schaefer Equipment Company
 Screw & Bolt Corporation
 United Engineering & Foundry Company
 Watson-Standard Company
 Weirton Steel Company
 West Penn Power Company
 Westinghouse Air Brake Company
 Westinghouse Electric Corporation
 Youngstown Sheet and Tube Company

SOUTHERN CALIFORNIA

American Potash & Chemical Corp.
 Aerojet General Corporation
 Aerospace Corp.
 Arrowhead and Puritas Water Inc.
 Baker Oil Tools, Inc.
 Baker Bros.
 Bekins Van & Storage Company
 Belridge Oil Company
 Blue Diamond Co.
 (A Division of Flintkote Co.)
 C. F. Braun & Co.
 California Bank
 Capital Records, Inc.
 Carnation Company
 Citizens National Bank
 Consolidated Rock Products Co.
 Consolidated Western Steel Division of
 U. S. Steel Corporation
 The Copley Press, Inc.
 Cyprus Mines Corporation
 Desilu Productions, Inc.
 Douglas Aircraft Company, Inc.
 The Flintkote Company
 (Pioneer Division)
 The Fluor Corporation, Ltd.
 Forest Lawn Company
 The Garrett Corporation
 Garrett and Company, Inc.
 Convair — A Division of General
 Dynamics Corporation
 Gladding, McBean & Company
 Global Van Lines, Inc.
 Graham Brothers, Inc.
 Griffith Company
 The Alfred Hart Company
 Hughes Aircraft Company
 Hunt Foods & Industries, Inc.
 Kaiser Steel Corporation
 Kobe, Inc.
 Latchford Glass Company
 Litton Industries, Inc.
 Lockheed Aircraft Corp.
 Macco Corporation
 Marquardt Corporation
 The May Company
 The McCulloch Corporation
 Metro-Goldwyn-Mayer Pictures
 Monolith Portland Cement Company
 North American Aviation, Inc.
 Northrop Corporation
 Owl Enterprises
 Pacific Airmotive Corporation
 Ramo-Woolridge Division
 Thompson Ramo Woolridge, Inc.
 Richfield Oil Corporation
 Rohr Aircraft Corporation
 San Gabriel Valley Water Co.
 Security First National Bank
 Signal Oil & Gas Company
 Southern California Edison Company
 Southern California Gas Co.
 Space Technology Laboratories, Inc.
 Sparkletts Drinking Water Corporation
 Sun Lumber Company
 Superior Oil Company
 Tidewater Oil Company
 Title Insurance and Trust Company
 Union Bank
 Union Oil Company of California
 United States Borax & Chemical Corp.
 Von's Grocery Company
 Western Airlines, Inc.
 M. H. Whittier Company

TORONTO

Abitibi Power & Paper Co. Ltd.
Acme Paint & Varnish Limited
Addressograph-Multigraph of Can., Ltd.
Alco Products of Canada, Ltd.
American Standard Products (Canada) Ltd.
The Board of Home Missions
(The United Church of Canada)
The Borden Company, Limited
Toronto Star Limited
Brewers' Warehousing Co., Ltd.
The British American Oil Co., Ltd.
Canada Bread Co., Ltd.
Canada Life Assurance Company
Canada Packers, Ltd.
Canada Wire & Cable Co., Ltd.
Canadian Bechtel Limited
Canadian General Electric Co., Ltd.
Canadian Motorways Management Corp. Ltd.
Canadian Oil Companies, Limited
Canadian Westinghouse Company, Ltd.
Coca-Cola, Ltd.
Combined Enterprises, Ltd.
The Consumers' Gas Company
The de Havilland Aircraft of Canada, Ltd.
Dominion Foundries & Steel, Ltd.
Dominion Stores Limited
Duplate Canada Limited
Electric Reduction Co. of Canada Ltd.
The Electric Storage Battery Co., Canada, Ltd.
Falconbridge Nickel Mines Limited
Famous Players Canadian Corp., Ltd.
Ford Motor Company of Canada, Ltd.
Firestone Tire & Rubber Company of Canada, Ltd.
General Steel Wares Limited
The Goodyear Tire & Rubber Company of Canada, Ltd.
The Hydro-Electric Power Commission of Ontario
Imperial Oil, Ltd.
John Inglis Co., Ltd.
International Harvester Co. of Canada, Ltd.
S. S. Kresge Company, Ltd.
Lever Brothers, Ltd.
Massey-Ferguson, Ltd.
Moore Corporation Limited
National Trust Company, Ltd.
Nestle (Canada) Ltd.
A. S. Nicholson and Son Limited
Noranda Mines, Ltd.
The Odeon Theatres (Canada) Ltd.
The Ontario Paper Co. Ltd.
Philips Electronics Industries, Ltd.
Photo Engravers & Electrotypers, Ltd.
Pitney-Bowes of Canada, Ltd.
The Proctor & Gamble Company of Canada, Ltd.
Reichhold Chemical (Canada) Limited
A. V. Roe Canada, Ltd.
Shell Oil Company of Canada, Ltd.
Simoniz Company Limited
The Robert Simpson Co. Ltd.
Smith Transport Limited
Spruce Falls Power & Paper Co., Ltd.
The Steel Company of Canada, Ltd.
Terminal Warehouses, Ltd.
The Toronto General Trusts Corp.
Toronto Star Limited
Toronto Transit Commission
Trane Company of Canada, Ltd.
Trans-Canada Pipe Lines Limited
Union Carbide Canada Limited
Ventures Limited
Victory Soya Mills, Ltd.

VIRGINIA-CAROLINA

American Enka Corporation
Belk Stores, Inc.
Burlington Industries, Inc.
The Chesapeake Corporation of Virginia
Duke Power Company
Farmers Cooperative Exchanges, Inc.
Larus & Brother Company, Inc.

Miller & Rhoads, Inc.
Newport News Shipbuilding & Drydock Co.
Noland Company, Inc.
Overnite Transportation Company
RF & P Railroad Company
Reynolds Metals Company
Smith-Douglass Company
Southern States Corporation
Union Bag-Camp Paper Company
Virginia Department of Highways
Virginia Electric & Power Company

WASHINGTON

Alaska Packers Association
Boeing Airplane Company
General Construction Company
Halferty Canneries, Inc.
Ketchikan Pulp Company
New England Fish Company
Pacific American Fisheries, Inc.
Pacific Car and Foundry Company
(Kenworth Motor Truck Company Division)
Pacific Gamble Robinson Co.
Peoples National Bank of Washington
Pioneer Sand & Gravel Company
Puget Sound Bridge & Drydock Company
Puget Sound Power & Light Company
Seattle First National Bank
Simpson Timber Company
University Properties, Inc.
West Coast Airlines, Inc.
Weyerhaeuser Company
Whiz Fish Products Company
Howard S. Wright Construction Company

WISCONSIN

Allen-Bradley Company
Amity Leather Products Co.
Basic Products Corporation
Baso, Inc.
Briggs & Stratton Corporation
Bueyrus-Erie Co.
J. I. Case Company
Chain Belt Company
Clark Oil & Refining Corporation
Cutler-Hammer, Inc.
Downing Box Company
Evinrude Motors
First Wisconsin National Bank
Glen Manufacturing Co.
Globe-Union, Inc.
Harnischfeger Corporation
S. C. Johnson & Son, Inc.
Kimberly-Clark Corporation
Koehring Company
Kurth Malting Company
Ladish Co.
Line Material Industries,
McGraw-Edison Company
Louis Allis Company
Marathon (A Division of American Can Co.)
Miller Brewing Company
Milprint, Inc.
Milwaukee Gas Light Co.
Milwaukee & Suburban Transport Corp.
Outboard Marine Corporation
Red Star Yeast & Products Co.
Ed. Schuster & Co. Inc.
A. O. Smith Corporation
Albert Trostel & Sons Company
Wisconsin Bridge & Iron Company
Wisconsin Electric Power Co.

NON-CHAPTER MEMBERS

Alabama
Morrison Cafeterias Consolidated Inc.
Arkansas
The Crossett Company
Colorado
Colorado Fuel & Iron Corp.
Florida
Mercury Motor Express, Inc.
Ryder System, Inc.

Illinois

Barber-Colman Co.
Barber-Green Company
Deere & Company
Granite City Steel Company
Sundstrand Machine Tool Company
Indiana
Eli Lilly and Company
Insurance Audit & Inspection Co.

Iowa

The Rath Packing Company
Kansas
Boeing Airplane Company
(Wichita Division)
The Carey Salt Company
Nationwide Trailer Rental System, Inc.

Louisiana

The California Oil Company
Standard Fruit and Steamship Company
United Gas Corporation

Maine

Central Maine Power Company
Great Northern Paper Co.
John H. Magee

Massachusetts

Boston Housing Authority
Cabot Corp.
Gillette Safety Razor Co.
Howard D. Johnson Company
C. H. Sprague & Son Company

Michigan

Gerber's Baby Foods

Missouri

Anheuser-Busch, Inc.
W. S. Dickey Clay Mfg. Co.
Laclede Steel Company
May Department Stores Company
Monsanto Chemical Company
Panhandle Eastern Pipe Line Co.
The Seven-Up Company
Union Electric Company

New Hampshire

Brown Company

New Jersey

Mr. William Cole
Federal Pacific Electric Co.
Merck & Company Inc.

New York

Carrier Corporation
Corning Glass Works
Mohasco Industries, Inc.
New York State Electric & Gas Corp.
Will & Baumer Candle Company

Ohio

The American Crayon Company
The M. A. Hanna Co.
The Ohio Oil Company

Oklahoma

Oklahoma Gas & Electric Company

Pennsylvania

AMP Incorporated

Rhode Island

Gorham Manufacturing Company

Tennessee

Hardwick Stove Company
Rich's Incorporated

Vermont

Central Vermont Public Service Corp.
The National Life Insurance Co. (Property & Liability Insurance Dept.)

Washington, D.C.

National Lumber Manufacturers Association

West Virginia

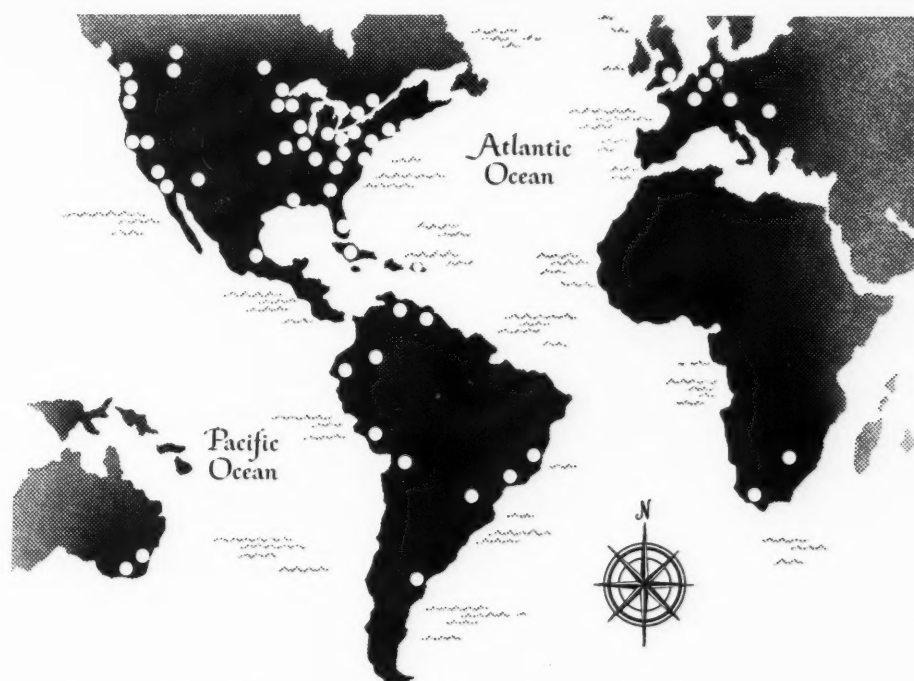
Pennsylvania Glass Sand Corp.
Weirton Steel Company

Wisconsin

Nordberg Manufacturing Co.
Fred Rueping Leather Company

Canada

British Columbia Electric Co. Ltd.
Legrade Inc.
Western Canada Breweries Limited
France (Paris)
Standard Oil Company of New Jersey
Puerto Rico
Commonwealth Oil Refining Co. Inc.



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